Government of
Saskatchewan

2006-2007
Annual Report

Saskatchewan
Public Service
Commission

Human Resource Plan
for the Saskatchewan
Public Service

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Letters of Transmittal

The Honourable Dr. Gordon L. Barnhart
Lieutenant Governor of Saskatchewan

July 2007

Your Honour:

In accordance with Section 37 of *The Public Service Act, 1998*, I have the honour of submitting the report of the Saskatchewan Public Service Commission for the fiscal year ending March 31, 2007.

Respectfully submitted,

Pat Atkinson

Pat Atkinson
Minister Responsible for the Saskatchewan Public Service Commission

The Honourable Pat Atkinson
Minister Responsible for the Saskatchewan Public Service Commission

July 2007

Dear Minister:

I am pleased to submit for tabling the 2006-07 Annual Report for the Saskatchewan Public Service Commission.

This annual report highlights goals, objectives and actions taken to implement the *2006-2010 Human Resource Plan for the Saskatchewan Public Service*.

These actions, taken by the Saskatchewan Public Service Commission and departments, are directed to ensure the public service has the right people in the right jobs at the right time.

By following the actions in the plan, Saskatchewan will continue to have a strong public service, able to provide excellence in policies, programs and services for the people of this province into the future.

Sincerely,

Isman

Clare Isman
Chair, Public Service Commission

Introduction

The Saskatchewan Public Service Commission (PSC) 2006-07 annual report provides a report on actions undertaken in 2006-07 as previously published in the PSC's *2006-07 Performance Plan*. This plan was released in March 2006 and is available online at **http://www.psc.gov.sk.ca/reports/performanceplan06-07.pdf**. The performance plan represents actions for the past year as described in the *2006-2010 Human Resource Plan for the Saskatchewan Public Service (HRP)*.

The HRP is a human resource strategy for the Saskatchewan public service. The goals and objectives presented in it support the achievement of the organization's desired culture and address the highest priority human resource issues facing the Saskatchewan public service. These goals can only be achieved through government-wide efforts. The PSC and government departments have partnered to carry out the goals and objectives of the HRP. As it is the PSC's responsibility to report all actions and activities listed in the HRP, an analysis of departments' progress is also provided on each goal in this report.

Reporting on actual year-end results – both financial and performance – based on the actions outlined in the *2006-07 Performance Plan* increases public accountability.

The 2006-07 annual report provides:

- key actions, results and performance measurement results according to the goals and objectives in the Public Service Commission's *2006-07 Performance Plan;* and
- 2006-07 financial results.

This report also contains additional information about the PSC, including financial statements, organizational charts, and information about the Public Service Commissioners.

The report also uses a number of specific human resource terms. For definitions of these terms, refer to Appendix A: Glossary of Terms.

The PSC's *2007-08 Performance Plan* was released with the provincial budget on March 22, 2007, and is available online at **http://www.psc.gov.sk.ca/reports/performanceplan07-08.pdf**. Results on actions in the *2007-08 Performance Plan* will be reported in July 2008.

Who We Are

Public Service Commission

The Public Service Commission is the Government of Saskatchewan's central human resource agency. The PSC provides leadership and policy direction for the human resource function in the public service, working to promote excellence in human resource planning, policy and processes, and representing the public interest in the administration of *The Public Service Act, 1998*. The PSC is also responsible for the administration of *The Public Service Regulations, 1999* (see Appendix B: Saskatchewan Public Service Commission Mandate and Governing Legislation).

According to Section 3 of *The Public Service Act, 1998*, the purposes of the Act are:

- to maintain an independent and professional public service;
- to facilitate providing quality service to the public in a manner that is responsive to changing public requirements;
- to recruit employees to the public service, and to develop a qualified public service in a manner that fulfills the purposes of the Act;
- to strive to develop a public service that represents the diversity of the people of Saskatchewan; and
- to promote harmonious relations between the Government of Saskatchewan, its employees in the public service and the trade unions that represent those employees.

The PSC accomplishes this mandate by providing leadership and programs to executive government departments and employees that support achievement of the desired culture for the public service and address the highest priority human resource issues facing the public service. The PSC either directly delivers or collaborates with departments in the delivery of human resource services. Human resource services include recruitment and selection, learning and development, classification, labour relations, workplace diversity, human resource information systems, employee and family assistance, human resource planning, and organization development.

Organizational Structure
The Saskatchewan Public Service Commission has three divisions: Employee Relations, Policy and Planning; Human Resource Client Service; and Corporate Services. It also has three functional units: Organizational Development; Workplace Diversity; and Communications (see Appendix C: Saskatchewan Public Service Commission Organizational Chart).

Employee Relations, Policy and Planning
The Employee Relations, Policy and Planning Division delivers corporate labour relations, compensation, human resource policy and planning support to the public service.

The division plays a key role in representing the employer in collective bargaining with its public service unions: Saskatchewan Government and General Employees' Union (SGEU) and Canadian Union of Public Employees Local 600 (CUPE-600).

The division provides labour relations advice and consultation to management in support of program operations. It provides compensation research and advice and administers wage and salary services and the development of classification plans to evaluate all public service positions.

The division is also responsible for developing and monitoring implementation of the human resource strategic plan and human resource policies for the Saskatchewan public service.

Human Resource Client Service Division
The Human Resource Client Service Division delivers staffing, classification, and employee and family assistance, as well as recruitment and employment programs for the public service.

The division plays a key role in the recruitment and selection of permanent full-time employees across the public service, including establishing job competencies and developing tools for staffing and assessment, and evaluating and classifying public service jobs.

The division also delivers a variety of employment programs and the student employment programs, the Aboriginal Career Connections Internship Program, and the Recruitment and Retention of Persons with Disabilities Program, as well as rehabilitation placement and pre-assessment and promotional services. It also co-ordinates criminal record checks, re-employment and career advertising.

This division is also responsible for providing a full range of human resource professional and advisory services to the Departments of Government Relations; Culture, Youth and Recreation; Labour; Northern Affairs; First Nations and Metis Relations; and the Public Service Commission.

The Employee and Family Assistance Program provides confidential counselling assistance to government employees and families for work-related and personal problems.

Corporate Services
Corporate Services provides direction, guidance and support for internal operations. This includes the management of the PSC's financial services, security, procurement and facilities, and oversight for information technology and human resource management.

The division is also responsible for the design, development, implementation and operation of government-wide human resource and payroll systems required to collect, track, audit and provide information required for human resource management and payroll processing purposes.

The division plays a lead role in the provision of policy and advice to departments regarding payroll operations.

The division also maintains personnel, position and competition records for the public service, administers seniority for SGEU employees and provides advice to departments regarding the administration of vacation entitlements for all government employees.

Organizational Development
Organizational Development provides leadership and support in organizational development consulting services and related corporate initiatives such as succession management, employee surveys, leadership and employee development.

Workplace Diversity
Workplace Diversity is responsible for co-ordinating and supporting the Government of Saskatchewan in achieving a diverse workforce. The unit provides diversity planning, monitoring and advisory services to departments.

Communications
Communications provides strategic communications planning for initiatives and issues related to the PSC's activities and operations and government-wide human resource and labour relations trends and issues. Communications also provides marketing services and manages the content and ongoing development of the PSC's public Internet site and in-house Intranet.

Government-Wide Human Resource Support

The PSC and departments work in partnership to create and implement the Human Resource Plan for the Saskatchewan Public Service. The plan outlines the strategies and actions necessary to build the highly skilled and productive workforce required to achieve Government priorities.

The PSC is accountable for:

- leading the development of the human resource plan;
- co-ordinating government-wide human resource actions;
- ensuring alignment of activities with government-wide priorities; and
- establishing measures, evaluating and reporting on actions under the plan.

Departments are accountable for:

- partnering with the PSC to develop the human resource plan;
- completing key actions outlined in the plan;
- providing progress reports to the PSC on actions and results within the plan; and
- supporting government-wide human resource priorities.

The PSC works collaboratively with government departments in support of achieving our shared vision: *A leader in public sector management and policy, dedicated to delivering programs and services valued by the people of Saskatchewan.*

The Saskatchewan Public Service

The Saskatchewan public service:

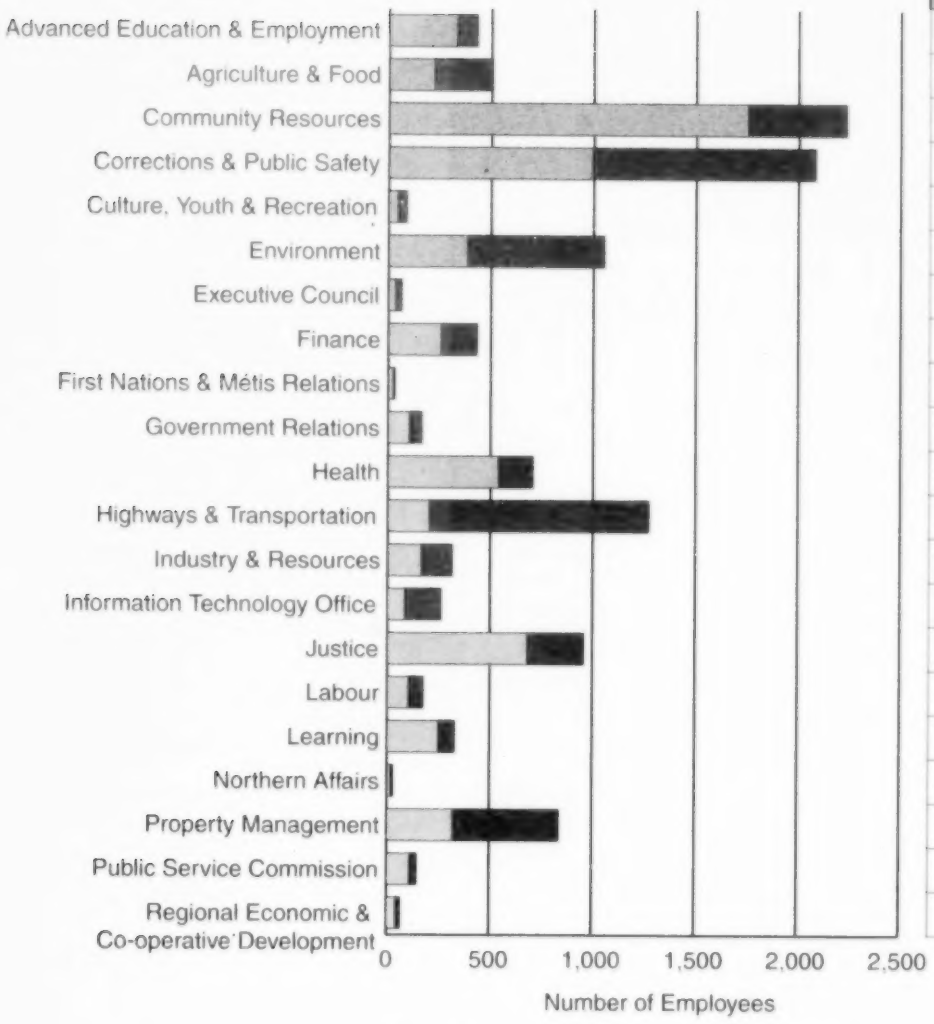
- employs more than 12,000[1] people working in permanent full-time, permanent part-time, term and labour service positions in 21 departments;
- provides quality service to the people of the province in a wide range of roles, from pasture operators to corrections workers, policy analysts to lab clerks, and mining engineers to accountants. Government employees:
  - operate heavy equipment to maintain roads in the summer and ensure highways are clear of ice and snow in the winter;
  - fight forest fires and educate the public about preventing wild land fires;
  - conduct intensive home studies for prospective adoptive parents and facilitate adoption placements;
  - develop Government policy and programs in a wide variety of areas such as environmental protection, health, education, intergovernmental relations, agriculture, and public safety;
  - administer computer networks, process and monitor financial transactions, and develop communication tools; and
  - work with government and third party partners to ensure effective consultation, analysis and service delivery.

Employees are a critical resource to ensure the Government achieves its strategic goals and objectives.

[1] Please note: In this report, employee counts vary from previous years. Prior to April 1, 2006, only active employees that were paid in the last 30 days were included. Starting in 2006-07, the threshold was expanded to include all active employees paid in the last 180 days. This change better captures non-permanent employees working sporadic work patterns.

Saskatchewan Public Service Employee Demographics

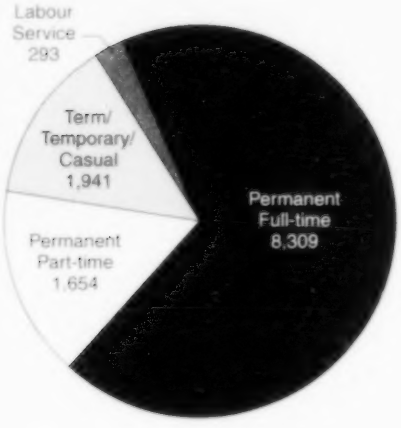
Saskatchewan Public Service
Employees by Department
March 2007
12,197*



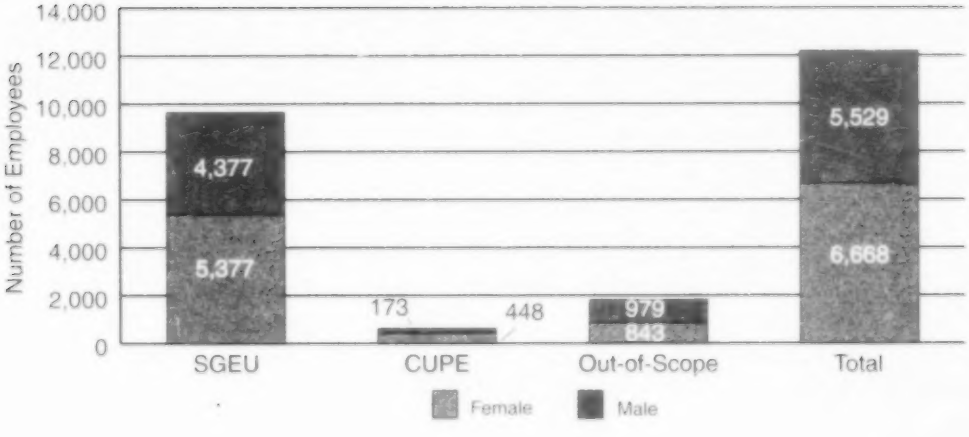
	Female	Male
Advanced Education & Employment	332	98
Agriculture & Food	220	285
Community Resources	1,750	485
Corrections & Public Safety	992	1,091
Culture, Youth & Recreation	47	42
Environment	383	670
Executive Council	37	28
Finance	258	175
First Nations & Métis Relations	24	9
Government Relations	106	60
Health	540	168
Highways & Transportation	203	1,071
Industry & Resources	165	150
Information Technology Office	85	177
Justice	681	277
Labour	105	71
Learning	250	80
Northern Affairs	16	14
Property Management	321	518
Public Service Commission	110	36
Regional Economic & Co-operative Development	43	24

* For explanation of number, please see note on previous page.

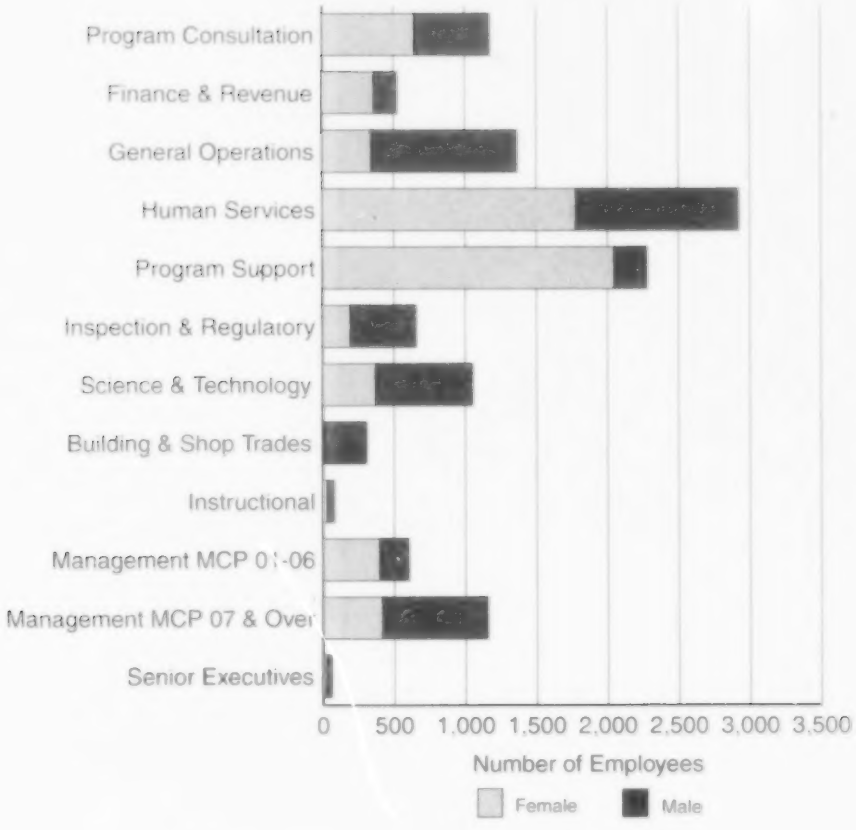
Saskatchewan Public Service
Number of Employees by Type
March 2007
12,197



Saskatchewan Public Service
Employees by Scope
March 2007
12,197



Saskatchewan Public Service
Employees by Work Type
March 2007
12,197



2006-07 Results at a Glance

The PSC and departments are committed to ensuring the public service has capable, diverse and talented individuals working in a healthy, supportive and collaborative work environment. The PSC and departments made satisfactory progress in meeting this commitment in 2006-07.

2006-07 was a somewhat challenging year for the Saskatchewan Public Service and these challenges made an impact on the results achieved. Bargaining challenges resulted in an SGEU strike that commenced December 20 and carried on for 44 days. This affected the time and resources available to carry out the 2006-07 strategic actions for both the PSC and departments. In addition, the PSC committed substantial resources to the continued implementation of the Multi-Informational Database Application System (MIDAS) Human Resources/Payroll System.

Goals and objectives listed in this report are aligned with the Government of Saskatchewan's provincial priorities, support the achievement of the organization's desired culture and address the highest priority human resource issues facing the Saskatchewan public service.

Summary of Performance Results

The following list provides a sample of results achieved, and lists the PSC and/or department(s) responsible for the work.

Goal 1 – The Saskatchewan public service has talented, innovative and dedicated employees

- Continued the implementation of the Master of Public Administration Internship Program in conjunction with the University of Regina. Six interns participated in the program this year, five of whom secured continuing employment with the Saskatchewan public service. (PSC and departments)

- Designed and launched a new PSC website that is easier to navigate and projects and enhances the image of the public service as an employer of choice. (PSC)

- Reviewed the student work employment programs and implemented process changes allowing departments to build ongoing relationships with students by rehiring students into positions held in previous summers. 673 students participated in student employment programs in 2006-07. (PSC and departments)

- Continued the implementation of the government-wide Criminal Record Check Policy among current out-of-scope employees in current roles in 2006-07, as part of a prudent and consistent approach to the Government of Saskatchewan employment process to help:

  - maintain public confidence in the public service;
  - ensure the safety of our employees, clients, and stakeholders; and
  - ensure that public funds are securely administered.

- 3,714 checks were processed in 2006-07. Implementation of the policy, as it affects current in-scope employees in current roles, will continue in 2007-08. (PSC)

- Promoted careers within the Saskatchewan public service at career fairs in Saskatchewan. (PSC and departments)

Goal 2 – The Saskatchewan public service has a healthy, productive and collaborative work environment

- Negotiated a renewed three-year collective bargaining agreement with the Saskatchewan Government and General Employees' Union. (PSC and departments)

- Evaluated the existing management competency model and drafted recommendations for changes to ensure it is relevant to the changing needs of the Saskatchewan public service. (PSC and departments)

- Delivered effective and efficient human resource services to the Saskatchewan public service by:
  - delivering a full spectrum of human resource services to six client departments: Culture, Youth and Recreation; Government Relations; Northern Affairs; Labour; First Nations and Métis Relations; and PSC;
  - referring 866 employees through the Employee and Family Assistance Program;
  - delivering 18 organizational health/employee wellness workshops to over 672 employees;
  - staffing 1,039 permanent full-time positions, with a turnaround time of approximately 82 days;
  - completing 2,027 classification actions, with a turnaround time of approximately 70 days for encumbered reviews and 18 days for new or vacant reviews;
  - completing a comprehensive staffing and classification service delivery review to further enhance the delivery of staffing and classification services to department client managers;
  - producing the first payrolls from the new HR/Payroll system beginning on April 18, 2006;
  - co-ordinating 36 flu shot clinics with approximately 23 per cent of employees (2,716) receiving vaccinations through the program;
  - implementing the *2006-10 Human Resource Plan for the Saskatchewan Public Service*; and
  - completing 442 staffing audits. (PSC)
- Implemented training initiatives government-wide related to leadership, supervisory and management skill development, including the delivery of two public service-wide *Leadership Development Programs* for 50 middle managers and the development of an *Introductory Supervisory Program*. (PSC and departments)

Goal 3 – The Saskatchewan public service has a diverse workforce

- Continued implementation of the Aboriginal Career Connections program. (PSC and departments)
- Continued implementation of the Recruitment and Retention of Persons with Disabilities Program. (PSC and departments)
- Centrally co-ordinated term and permanent part-time advertising (842 postings). Of 792 hiring outcomes reported to the PSC from April 1, 2006 to March 31, 2007, there were 109 (13.7 per cent) Aboriginal persons, 34 (4.3 per cent) visible minority persons, and 23 (2.9 per cent) persons with disabilities hired. (PSC and departments)
- Developed and delivered a workshop, *Diversity and Respect in the Workplace*, to over 200 participants in Regina, Saskatoon, Prince Albert and La Ronge. (PSC and departments)
- Incorporated diversity requirements into individual managers' performance plans. (Departments)

Summary of Financial Results

The following summary of financial results is for the Commission only, and does not include other human resource management-related expenditures from other departments.

During 2006-07, the Commission spent $15,866,569 to provide human resource leadership, programs and services to the Government of Saskatchewan; $1,423,569 more than expected.

During 2006-07, the Commission made an adjustment to the general revenue fund of ($191,735) to clear up account receivables set up in the previous year.

For explanations of these variances, please see the detailed financial charts in the section titled 2006-07 Saskatchewan Public Service Commission Financial Results.

2006-07 Performance Results

This section provides detailed information on the progress of the PSC and departments on key actions presented in the *2006-07 Performance Plan*. These actions are listed below, followed by a report on actual progress for each. For more information about the key actions, please see the *2006-07 Performance Plan*, online at **http://www.psc.gov.sk.ca/reports/performanceplan06-07.pdf**.

The PSC and departments have used annual performance information to assess overall progress toward goals and objectives each year and, in turn, to adjust future plans and actions. All adjustments made as a result of this assessment will be integrated into future performance plans.

In 2006-07, 20 departments partnered with the PSC to provide human resource services in the public service: Advanced Education and Employment; Agriculture and Food; Community Resources; Corrections and Public Safety; Culture, Youth and Recreation; Environment; Executive Council; Finance; First Nations and Métis Relations; Government Relations; Health; Highways and Transportation; Industry and Resources; Information Technology Office; Justice; Labour; Learning; Northern Affairs; Regional Economic and Co-operative Development and Saskatchewan Property Management.

Due to a restructuring in February 2006, the Public Service Commission (PSC) concurred that five of the six departments now served by the Client Service Team from within the PSC (Culture, Youth and Recreation; First Nations and Métis Relations; Labour; Northern Affairs; and the PSC) did not have to develop a 2006-07 human resource plan nor submit a year-end report on their human resource actions. However, these departments will be required to submit 2007-08 human resource plans.

The PSC does not require Executive Council to develop a human resource plan.

Goal 1 – The Saskatchewan public service has talented, innovative and dedicated employees

Objective 1 – The public service attracts and retains high quality employees

The Saskatchewan public service faces a significant challenge given the demographic profile of the service, currently composed of an over-representation of baby-boomers nearing retirement and a noticeable shortage of youth, an increasingly competitive labour market, the decreasing availability of a qualified labour pool, and the perception by youth that a career in the Saskatchewan public service is not available to them[1].

A strong public service is central to the governance and development of our province and key to competitiveness in the global economy. As such, the service must adapt to changing public expectations toward accountability, management of tax dollars, and core public services. A high performing public service is critical to the success of our province in today's complex and globally connected world.

This objective addresses the imperative that the public service attract and retain high-quality employees to remain a productive provincial institution capable of advancing the social, economic, environmental and personal well-being of the province and its citizens. In order to achieve this objective, the public service must ensure that the workplace is attractive for those who are already serving the public, as well as for those who will enter the public service in the future.

The PSC and departments continue to make satisfactory progress in developing and implementing initiatives to attract and retain high quality employees to the Saskatchewan public service.

The visibility of the service and its reputation as a potential employer of choice has improved through implementing recruitment strategies to address the most common hard-to-recruit occupations within

[1] *Attributes of a Preferred Employer: Report Summary Saskatchewan Public Service Commission*, Fast Consulting, April 2005.

the public service, providing internship opportunities to public administration students, enhancing student work employment programs, attending career fairs, developing partnerships with educational institutions, integrating postings for jobs onto the provincial online database SaskJobs.ca and launching a new PSC website.

Departments continue to meet expectations by developing recruitment and retention plans for department-specific hard-to-recruit positions and maintaining relationships with universities, colleges and technical schools to promote career opportunities in the public service.

Key Actions – Results

Public Service Commission

Continue the implementation of the Master of Public Administration Internship Program

- Continued the implementation of the Master of Public Administration Internship Program in conjunction with the University of Regina. Six interns participated in the program from September 2006 until April 2007, five of whom secured continuing employment with the Saskatchewan public service. Interns were matched with senior executives in the Departments of Health, Executive Council, Learning, Advanced Education and Employment, Environment and Government Relations.

Research, develop and implement recruitment strategies, in partnership with departments, to address the most critical difficult-to-recruit occupations that are common across the public service

- Partnered with a number of departments to research, develop, and implement recruitment strategies to address the most critical difficult-to-recruit occupations that are common across the public service. Various enhancements and initiatives worked on included: job redesign/laddering options, recruitment strategy for Corrections and Public Safety Community Youth Workers, and a recruitment strategy for health occupations.

Develop, co-ordinate and support partnerships with educational institutions and appropriate community-based organizations

- Developed and supported partnerships with a number of educational institutions and community-based organizations including: First Nations University of Canada, University of Regina, University of Saskatchewan, Gabriel Dumont Institute, Dumont Technical Institute, regional colleges, Regina Open Door Society, Immigrant Women's Society, Partners in Employment, Saskatchewan Independent Living, and the Learning Disability Association. Through these partnerships the public service is promoted as an employer of choice, public awareness is enhanced and candidates are recruited for specific program areas.

- Promoted Saskatchewan public service careers at eight career fairs across the province from April 2006 to March 2007 including University of Regina (on two occasions), University of Saskatchewan, National Aboriginal Career Day, Stepping Stones, SIAST Palliser Campus, Saskatchewan Visible Minority Employees Association, Saskatchewan Youth Summit.

Evaluate student work experience programs to ensure they are effective in attracting and recruiting students

- Completed review of Summer Student and Student Employment Experience programs with department input. Implemented process changes which allow departments to build ongoing relationships with students. These changes include:

  - allowing student rehires into the same position as the previous year in the Summer Student Program (provided the student is returning to full-time studies in the fall semester); and
  - allowing Student Employment Experience participants to be rehired into a different position, provided the opportunity is within the student's field of study.

Continue the implementation of the Criminal Record Check policy and process across the public service

- Identified all out-of-scope provincial government positions that require a Criminal Record Check and a Vulnerable Sector Check, as well as checks for those in-scope positions submitted for staffing. In 2006-07, 3,714 Criminal Record Checks were processed.

- The Criminal Record Check policy is part of a prudent and consistent approach to the Government of Saskatchewan employment process used to help:

  - maintain public confidence in the public service;
  - ensure the safety of employees, clients and stakeholders; and
  - ensure that public funds are securely administered.

Promote the Saskatchewan public service as a workplace to build a career

- Integrated postings for Saskatchewan public service jobs onto the provincial database and website for employment opportunities, SaskJobs (**www.saskjobs.ca**), housed by the Department of Advanced Education and Employment.

- Placed promotional ads in:

  - post-secondary student handbooks (University of Saskatchewan, University of Regina, Luther College, SIAST);
  - diversity publications (SHOUT Magazine, Eagle Feather News, Native Journal, Stepping Stones Career Fair newspaper supplement); and
  - Workweek, the Saskatchewan Weekly Newspaper Association's (SWNA) weekly employment supplement.

- Designed and launched a new PSC website that is easier to navigate and projects and enhances the image of the public service as an employer of choice. Ongoing content updates made to the website include the addition of salaries and benefit information, Occupational Health and Safety information, 2005 Employee Survey information, and enhanced information and resources for managers hiring new employees.

Departments

Develop recruitment and retention plans for department-specific hard-to-recruit occupations

- The majority of departments (14 out of 20[1]) have developed or are in the process of developing recruitment and retention plans for department-specific, hard-to-recruit positions. The recruitment and retention plans include salary supplements, internship programs, under-fill hiring options, paid and non-paid practicums, and a review of existing educational and experience requirements to ensure that access to jobs is not restrictive.

- Departments have identified the following as examples of specific hard-to-recruit positions: facility planners, immigration officers, agrologists, housing inspectors, social workers, occupational therapists, pharmacists, dieticians, boiler inspectors, elevator inspectors, community youth workers, water treatment plant operators, conservation officers, natural resource planners, engineers, journeyperson trades, science and technology specialists, librarians, geologists, community planners, family services/child protection workers, highway traffic officers, legislative analysts, project managers, tax auditors, laboratory technologists, crown prosecutors, pilots, and regional development co-ordinators/managers.

- Common hard-to-recruit positions identified by departments across the public service include: nurses, policy/research analysts, auditors, accountants, human resource consultants and organizational development consultants. As well, positions in northern and rural communities continue to be hard-to-recruit and retain for several departments.

[1] Please note: For reporting purposes, the 20 departments required to develop and report on HR plans on an annual basis will be counted. This excludes Executive Council.

Maintain relationships with educational institutions, specifically related to hard-to-recruit, department-specific occupations

- Fifteen out of 20 departments have established ongoing relationships with universities, colleges, and associations. Relationships have been established with the Saskatchewan Indian Institute of Technologies, University of Regina, First Nations University of Canada, Saskatchewan Institute of Applied Science and Technology, University of Saskatchewan, Occupational Therapists of Saskatchewan, Saskatchewan Dieticians Association, CA School of Business, Professional Library Associations, Lethbridge College, Northlands College, Vermillion College, and various provincial public and First Nations high schools.

- Activities conducted include: participating in career and recruitment fairs; advertising open positions to students at post-secondary institutions; developing marketing materials and promoting careers in the public service to youth, post-secondary students, teachers and professors; partnering with high schools to conduct apprenticeship training; consulting with post-secondary institutions on career options and student placements in internship and co-op positions; creating under-fill and trainee level positions; on-site presentations to students; funding to the Centre for the Study of Co-operatives (University of Saskatchewan); participating in mentorship programs and providing advice on curriculum development in post-secondary programs.

- Departments are meeting expectations on this objective. Not all departments have hard-to-recruit positions or are required to have ongoing relationships with educational institutions.

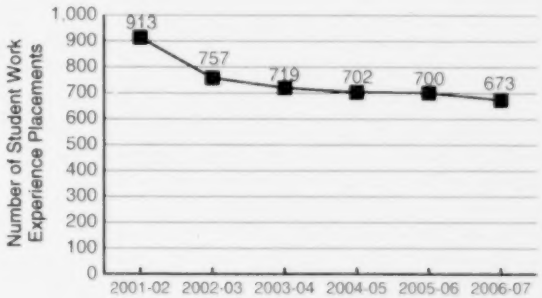
Measurement Results

Number of student work experience placements

This measures the number of students provided employment opportunities within the public service in a given fiscal year. The public service is seeking to increase the awareness of careers in the public service and build ongoing relationships with students by providing employment opportunities for students through the Student Employment Experience Program, the Summer Employment Program and the co-op work-term program.

Trends

The PSC and departments provide funding for student hiring. In 2006-07, 673 students were hired into various student employment programs. The five-year trend is decreasing as a result of limited resources in departments for student hiring.



Source: Student Employment Experience and Summer Employment Program numbers: PSC Access Database March 2002 & 2003; PSC TALEO Candidate Management System March 2004, 2005, 2006 & 2007.

Student Co-op Numbers: PSC Human Resource Information System, March 2003, 2004, 2005 & 2006; Government of Saskatchewan, Multi-Informational Database Application System (MIDAS), March 2007.

Risks

With skills shortages occurring and continuing to grow throughout Canada coupled with an aging workforce, the public service is at risk of not having the skills and knowledge required to maintain delivery of public programs and services and achieve government priorities. Student employment programs help prospective new employees gain experience and provide the public service with a powerful recruitment and retention tool if adequate resources are available.

Calculation

This measure is calculated by adding the number of students in the Student Employment Experience Program (138), Summer Employment Program (462) and Co-op Program (73).

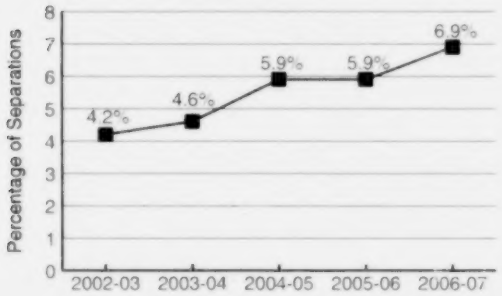
Measurement Results

Employee separation rate (permanent full-time)

This measure shows the percentage of permanent full-time employees who leave the public service for any reason, voluntary or involuntary. Best practices indicate a healthy separation rate is between five and eight per cent[4]. Managers and management practices have a high level of influence on this measure but other factors, such as employees' desire for different employment experiences or opportunities for advancement and family and personal reasons, also play a role.

Trends

The separation rate for the public service continues to slowly increase, primarily the result of an increase in the number of retirements as the baby boom generation ages. The separation rate for the public service at 6.9 per cent compares to a "rising average annual turnover rate of 8.0 per cent for Canadian companies and a 5.1 per cent rate for Canadian government organizations"[5].



Source: PSC Human Resource Information System, March 2003, 2004, 2005 & 2006; Government of Saskatchewan, Multi-Informational Database Application System (MIDAS), March 2007.

Risks

The public service will face an increasing challenge in retaining employees as the labour market continues to tighten and more and more employees retire. Although rising, the separation rate is currently at an acceptable level at 6.9 per cent.

Certain groups and occupations where rates of separation are highest require in-depth monitoring and may require customized supports.

Calculation

This measure is calculated by dividing the number of permanent full-time employees who left the public service (574) by the total number of permanent full-time employees (8,309).

Measurement Results

Retention rate of new employees

This measure shows the rate at which the public service is able to retain new permanent full-time employees over a four-year period. The retention rate provides insight into the quality of human resource policies, practices and processes, organizational culture, and leadership within the public service.

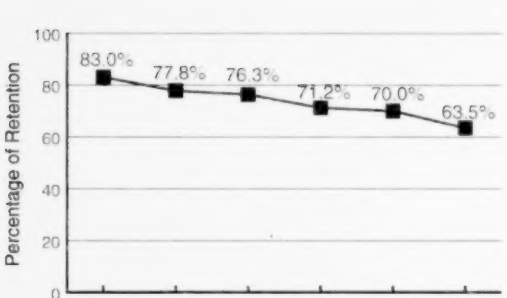
Managers and management practices have a high level of influence on this measure but other factors, such as employees' desire for different employment experience or opportunities for advancement, family and personal reasons, also play a role.

Trends

Retention rates have decreased in the last six years from 83 per cent in 2001-02 to 63.5 per cent in 2006-07. This trend is an area of concern for the public service as the competition for skilled labour increases.

[4] Watson Wyatt Research.

[5] The Conference Board of Canada, *Compensation Planning Outlook 2006: Pay Pressure Builds as Labour Markets Tighten*, 2006, page 14, www.conferenceboard.ca.



Source: PSC Human Resource Information System, March 2002, 2003, 2004, 2005 & 2006; Government of Saskatchewan, Multi-Informational Database Application System (MIDAS), March 2007.

Risks

Skilled, diverse, and knowledgeable employees in Saskatchewan's public service are a key component to ensuring government priorities are met through strong public policy and effective program and service delivery to the public. Declining retention rates for new employees put the service at risk due to skill gaps, negative views by prospective or new employees that the service is not an employer of choice, and increased costs to the organization for the recruitment and orientation of new employees.

Calculation

This measure is calculated by dividing the number of retained permanent full-time employees (103) for a four-year period (2002-03 to 2006-07) by the number of employees hired (162) within the first year of the four-year period, 2002-03.

A new employee is a new hire with no previous government experience, or one who is returning to work after a break in service of over 180 days.

Objective 2 – The public service has the knowledge and skills required now and into the future

Public service demographics pose a significant challenge, as an increase in retirements is anticipated over the next decade, peaking from 2011 to 2013. In addition, the public service expects 30 per cent of Deputy Ministers, 51 per cent of Assistant/Associate Deputy Ministers, and 47 per cent of Executive Directors to retire by 2010. Current internal feeder groups for these positions will be eligible to retire at the same time (40 per cent of Directors/Regional Directors and 41 per cent of Managers/Assistant Directors). As of March 31, 2007, only 27 per cent of identified key positions within the public service have succession plans in place.

To ensure continuity in programs and services provided to the public, it will be critical to leverage current and future employee skills, retain skilled labour, bridge the knowledge gap from one generation to another through succession planning, and keep the skills of the aging workforce current with evolving demands through continued engagement and organizational supports required for the latter part of employees' careers.

The PSC and departments are making slow progress toward ensuring continuity of knowledge and skills in key positions. The PSC continues to consult with and provide advice to departments.

Key Actions – Results

Public Service Commission

Develop and implement an executive succession program to ensure continuity of knowledge and skills in executive positions

- No activities were completed on this action due to other priorities in 2006-07. Executive succession remains a priority for the Saskatchewan public service. The PSC will continue progress on this key action in 2007-08.

Monitor and support the implementation of the government-wide Succession Management Framework

- Continued support for the government-wide Succession Management Framework by developing and providing a *Succession Management Program Development Guide* to all departments. The guide provides information on risk analysis and program design.
- Convened quarterly Succession Management Network meetings to share information and provide support between departments.

Departments

Identify, develop and implement succession plans for identified key positions

- The majority of departments have finalized the identification of key positions for succession management purposes.
- Eleven out of 20 departments have or are in the process of identifying, developing and implementing succession plans for identified key positions.
- Six out of 20 departments have implemented succession programs that focus on building leadership and management skills: Agriculture and Food; Corrections and Public Safety; Environment; Health; Industry and Resources; and Property Management.

Departments are making slow progress on this objective. The identification of key positions will help the service respond proactively to skill and occupational pressures occurring at both a government-wide and department specific level. However, succession plans for these positions need to be implemented.

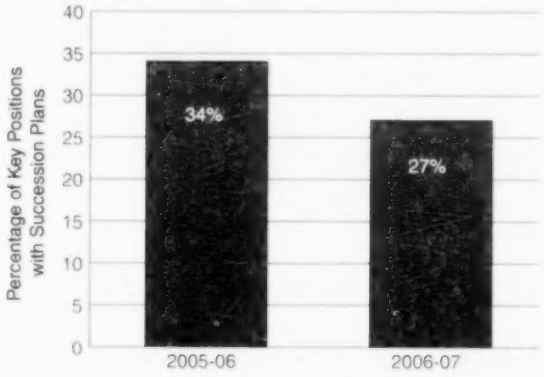
Measurement Results

Percentage of identified key positions with succession plans

This measures the effectiveness of succession management within the public service. The human resource function plays a significant role in leading the development of succession planning initiatives, and management influences implementation.

Trends

Information on this measure has only been collected for the past two fiscal years so trend information is not substantial. As well, departments have identified key positions using a more robust method in 2006-07, resulting in an increase in the number of key positions identified. The data for the measure is gathered from departments and will be more effectively reported in 2007-08 when 20 departments report on results. In 2006-07, 27 per cent* of identified key positions were reported to have succession plans.



Source: Department Year End Reports, March 2006 & 2007.

Risks

Failure to develop succession plans for identified key positions puts the public service at risk. Continuity in programs and services to the public may be challenged due to skill and occupational shortages for undetermined periods of time. In particular, the increase in retirements over the next five years coupled with the tightened labour market will continue to increase the time and effort it takes to fill a vacant position, orient a new employee, and bring a new employee's performance to required capacity.

Succession management initiatives help mitigate this risk.

* Please note: In 2006-07, the Department of Industry and Resources reported that approximately 95 per cent of key positions identified had "informal" succession plans in place. Industry and Resources will be formalizing their process in 2007-08, and these results will be included in next year's report.

Calculation

This measure is calculated by taking the number of key positions with succession plans and dividing by the total number of key positions.

Key positions are those that:

- are critical to the department's ability to achieve strategic business goals and/or critical to the delivery of the department's performance plan;
- have negative consequences and would put the department at risk if vacant for an extended period of time; and
- are identified where resource pools are currently or anticipated to be scarce due to the competitive job-market.

Goal 2 – The Saskatchewan public service has a healthy, productive and collaborative work environment

Objective 1 – The public service has effective leaders, managers and supervisors

As the public service increases the use of horizontal strategies, integrated service deliveries, and movement toward shared accountabilities with stakeholders, there are changing expectations of leaders and a need to increase organizational effectiveness. Leadership and supervision has a direct impact on quality of service and retention of employees. The need for enhanced leadership capacity was identified in the 2005 Employee Survey results. Effective leadership depends on the application of both learning and performance management, and clear articulation of strategic direction by senior leaders.

Increasing numbers of retirements over the next decade will result in leadership continuity challenges. Since approximately 85 per cent of management positions are filled from within the public service, it is critical to develop existing employees to fill the gap when managers retire.

The PSC and departments are making progress toward this objective.

Key Actions – Results

Public Service Commission

Evaluate the existing management competency model to ensure it is relevant to the changing needs of the Saskatchewan public service

- Evaluated the existing management competency model and drafted recommendations for changes to ensure the model is relevant to the management needs of the Saskatchewan public service.

Develop, deliver and co-ordinate government-wide leadership, management and supervisory learning and development initiatives

- Co-ordinated two service-wide *Leadership Development Programs* for 50 middle managers. The program is based on the University of Saskatchewan's Leadership Development Program and has been customized for executive government. The program was co-ordinated at a service-wide level to allow all departments, regardless of size, to participate. As well, an arrangement was negotiated with the University of Saskatchewan to further integrate efforts by facilitating both service-wide and departmental sessions of the same program under a single umbrella in 2007-08. This builds our leadership community through common language, models and programming.
- Delivered two government-wide and six department *Crucial Conversations* workshops to 280 participants. *Crucial Conversations* is a workshop that focuses on providing skills necessary to be effective in critical or sensitive conversations. Workshops were targeted toward senior leaders and managers across government departments.
- An introductory supervisory program was designed and is available for delivery by any government department. The workshop provides participants with the critical basics of supervising a group of people. Participants will have a common understanding of the key roles and responsibilities of a supervisor; an opportunity to explore the interpersonal skills needed for coaching and leading staff; a variety of tools for work planning, leading teams, communicating and scheduling work.

Departments

Identify and create leadership development opportunities for employees

- A number of departments have developed and implemented customized Leadership Development Programs for current and future leaders. As well, several departments have managers participating in the PSC's *Leadership Development Program* and *Crucial Conversations* workshops.

Departments are making significant progress on this objective. This is the second year for full implementation of the *Planning for Success* program, which requires completion of learning and development plans for all out-of-scope staff. The learning needs identified in these plans are being supported by many departments through provision of corresponding developmental opportunities.

Measurement Results

Percentage of employees who believe their direct supervisor is effective

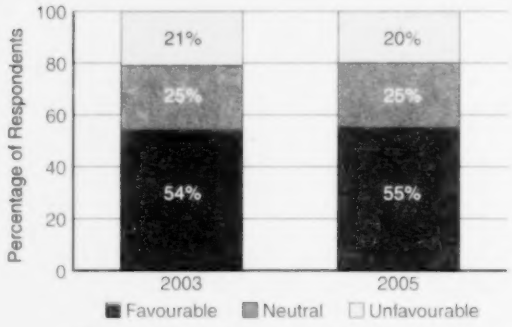
This measures an employee's perception of his or her supervisor's leadership and management capabilities. It also identifies the impact of learning and development provided to supervisors. Managers have a high level of influence on this measure.

The results for this measure are drawn from the government-wide biennial survey of department employees, conducted by HayGroup, a human resource consulting firm.

Trends

The public service is one per cent above the public sector norm as listed in the HayGroup survey databank.

Effective supervision remains a priority area for the Saskatchewan public service. The central role of leadership is vital to employee and organizational success. Effective leaders need to "create collective ambition – a common sense of focus and purpose that drives co-operation and performance"[1]. The PSC and departments will work to maintain the strength of these results.



Source: 2003 and 2005 Government-wide Employee Surveys, Saskatchewan Public Service.

Risks

If employees are not satisfied with their direct supervisors there is a greater risk of them not being fully engaged, performing at lower levels, and eventually leaving the organization.

Calculation

There are 10 questions that make up the composite results for this measure. The questions consider whether managers help in resolving job-related problems, setting clear work priorities, role modeling behaviors expected of staff, dealing fairly with employees, taking action on problems and complaints, recognizing employees, providing learning opportunities, sharing information, listening and providing employees with feedback.

Measurement Results

Percentage of payroll spent on supervisory, management, and leadership training

This measures the amount of expenditures on leadership training as a percentage of straight-time annual payroll. The measure provides insight into the amount of investment in education and training development for supervisors, managers and leaders.

[1] Albert A. Vicere, "Leadership in the Networked Economy." *Human Resource Planning 25*, 2 (2002), p 26. Available from Ebsco Information Services, Ipswich, Mass.

Management and management practices have a high degree of influence on this measure.

Trends

This is the first year the PSC is publicly reporting on this measure.

Information on this measure was collected in 2006-07 which shows 0.10 per cent of payroll is spent on supervisory, management and leadership training.

Source: Department Year End Reports, March 2007.

Effective leadership is a priority area for the Saskatchewan public service. The central role of leadership is vital to employee and organizational success. The PSC and departments will work to increase these results.

Risks

The Saskatchewan public service is facing a leadership challenge due to:

- a struggle to adjust to fundamental changes in the role and capabilities required of public service leaders as the public service increases the use of horizontal strategies, integrated service delivery, and movement toward shared accountabilities with stakeholders; and
- less than required leadership bench strength (defined as the number of high potential leadership candidates waiting to step up to bat) to meet future leadership needs.

Leadership capacity within the Saskatchewan public service needs to be enhanced to respond to these changing expectations and build the required leadership capacity to effectively respond to future provincial challenges and opportunities.

Calculation

Total training expenditures for supervisory, management, and leadership training divided by straight-time annual payroll.

Objective 2 – The public service has constructive and co-operative relations with employees and the unions that represent them

The public service wishes to maintain a positive relationship with its employees and their unions. A healthy relationship among management, public service employees, and public service unions will contribute to a positive work environment.

The PSC and departments were challenged to make progress toward this objective in 2006-07. A renewed three-year collective bargaining agreement was negotiated with the Saskatchewan Government and General Employees' Union. Bargaining began in September 2006 and continued through to December 2006. Strike notice was served by SGEU on December 14, 2007 and strike action commenced December 20 and carried on for 44 days.

Over 1,300 workers engaged in strike activity with approximately 440 managers and over 250 RCMP deployed to replace striking workers. Government appointed a mediator on January 11, 2007, and mediation took place for three days. Recommendations for a settlement were provided by the mediator on January 24, 2007. Government accepted the recommendations on January 26 and SGEU on January 31. All striking employees returned to work by February 5. After successful ratification by SGEU and Government, the Collective Agreement was signed March 30, 2007.

Key Actions – Results

Public Service Commission

Negotiate renewed agreements with the Saskatchewan Government and General Employees' Union and the Canadian Union of Public Employees, including increased client involvement and agreement simplification

- Negotiated and signed a renewed three-year collective bargaining agreement with the Saskatchewan Government and General Employees' Union. The new agreement calls for a 12 per cent wage increase over three years, a $1,000 signing bonus, increased pension contributions, and funding to maintain the current level of extended health care benefits.

- Negotiations with CUPE are currently underway, commencing in November 2006 and continuing through to March 2007.

Departments

Actively participate in the collective bargaining process

- Departments actively participated in the collective bargaining process by:
  - responding to information requests from the bargaining tables;
  - providing representatives to sit on the bargaining teams;
  - preparing strike contingency plans;
  - sharing information on bargaining with managers so that relevant topics were identified and incorporated into the bargaining strategy; and
  - providing information to managers on changes to the new SGEU collective bargaining agreement that affect employees and human resource management processes.

In addition:

- the Department of Property Management initiated Union Management Committees with SGEU and CUPE.

Departments are meeting expectations on this objective. The PSC continues to work collaboratively with departments to ensure the collective bargaining process meets department needs and is a government-wide initiative.

Measurement Results

Percentage of employees who believe mechanisms exist to deal with their concerns

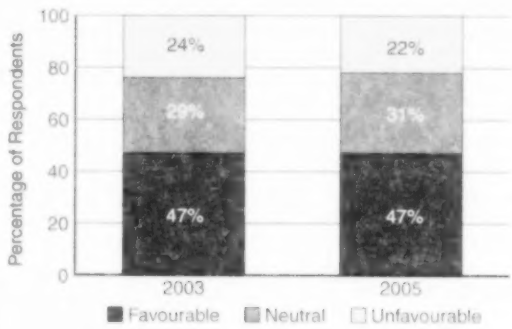
This measures the organization's effectiveness at resolving issues and conflicts in the workplace. Avenues to deal with conflict and/or employee issues contribute to positive employee relations. The human resource function plays a significant role through the establishment of systems and processes for dealing with employee concerns. Managers play a large role in educating employees about these processes.

The results for this measure are drawn from the government-wide biennial survey of department employees, conducted by HayGroup.

Trends

The public service is on par with the public sector norm as listed in the HayGroup survey databank.

Providing effective mechanisms to deal with employee concerns remains a priority area for the Saskatchewan public service. The PSC and departments will work to maintain the strength of these results.



Source: 2003 and 2005 Government-wide Employee Surveys, Saskatchewan Public Service.

Risks

If effective mechanisms are not available to deal with conflict or employee issues, employee relations will be negatively affected and individual and organizational performance will be disrupted. Research indicates that employees want to feel they can communicate openly with their supervisors. If employees do not feel they have this opportunity, employee engagement will deteriorate.

Calculation

There are three questions that make up the composite results for this measure. The questions consider whether Union/Management Committees are a useful mechanism for resolving workplace issues, whether managers are taking actions on employee problems and complaints, and whether managers are listening to what employees have to say.

Objective 3 – Enhanced support for learning, effective employee performance, accountability and organizational health

As the labour market tightens, skilled employees have greater choice in employment opportunities. A positive work environment nurtures people's ability to use their talents and resources fully at work[1] resulting in higher levels of engagement and performance. Policies and practices supportive of organizational health and employee learning, development and accountability will be critical to our success.

The PSC and departments made excellent progress toward this objective in 2006-07. The renewed *2006-10 Human Resource Plan for the Saskatchewan Public Service (HRP)* completed in 2006-07 defines a *Statement of Organizational Culture* (see Appendix D: Statement of Organizational Culture). This statement is new and serves as the foundation for the HRP for the Saskatchewan Public Service. It outlines expectations for employee and organizational performance required to successfully fulfill government priorities.

The Statement recognizes the public service as one organization: many departments working together toward a common vision. It defines the vision, values and organizational principles for the public service, and outlines the commitment that government as an employer makes to its employees at all levels, in all departments and in all locations across the province.

In addition to creating identity, setting expectations and defining the way things are done throughout the Saskatchewan public service, the Statement provides a common overarching framework for planning.

The PSC and departments now need to focus efforts on making this Statement real for employees by ensuring they are experiencing this culture in the organization on a daily basis. System, process and policy requirements government-wide need to be reviewed and updated.

Key Actions – Results

Public Service Commission

Implement actions to address the government-wide needs identified through the 2005 Employee Survey

- Completed roll-out of 2005 survey results to all public service employees, provided consultation and facilitation support for department follow-up processes and identified government-wide priority issues. Employees identified the need for increased:
  - learning and development opportunities related to leadership and supervisory competencies;
  - more emphasis on career and learning plan development and knowledge management;
  - sufficient resources to do a good job;
  - continued support of *Planning for Success* and enhancement of informal feedback processes; and
  - enhanced processes for sharing rationale for decisions.

Research and develop options for an out-of-scope variable/performance pay system

- Deferred to 2007-08 fiscal year. Assessment of *Planning for Success* implementation in 2005-06 suggests this system is not yet ready to support a variable pay program.

Evaluate *Planning for Success*, the performance management system for out-of-scope employees

- Completed evaluation of the extent to which the *Planning for Success* performance management system has been effectively used. Results from the evaluation were reviewed and incorporated into recommendations for changes to guidelines and processes.

[1] Adapted from The National Quality Institute, *Canadian Healthy Workplace Criteria*. [online]. www.nqi.ca

Departments

Implement actions to address department needs identified through the 2005 Employee Survey

- Most departments are working to address the needs identified through the 2005 Employee Survey. However, approaches vary by significance, breadth and impact. Examples of initiatives implemented to address these needs include:

  - leadership forums;
  - employee newsletters;
  - learning and development events; and
  - common performance measures identified for leaders in annual performance plans.

Departments continue to make progress on this objective by implementing initiatives to address issues from the 2005 Employee Survey. For example, the provision of learning and development related to leadership and supervisory competencies has increased throughout the service in 2006-07.

Increase the usage of the out-of-scope employee performance management system, *Planning for Success*

- 100 per cent of out-of-scope employees completed 2006-07 individual performance plans at the following departments: Agriculture and Food; Community Resources; Corrections and Public Safety; Justice; Property Management; and Regional and Economic Co-operative Development.

- As well, the following percentages of out-of-scope employees completed plans – 98 per cent at Health; 35 per cent at Advanced Education and Employment; 20 per cent at Finance; 77 per cent at Government Relations; 65 per cent at Highways and Transportation; 92 per cent at Industry and Resources; and 64 per cent at Learning. Environment and the Information Technology Office did not indicate usage for 2006-07.

- Departments continue to promote increased usage through:

  - establishing common performance objectives and measures for management for inclusion in the *Planning for Success* process;
  - providing training to managers to support their ability to complete and/or manage both their individual and their employees' plans;
  - allowing in-scope supervisors and employees to participate in *Planning for Success* if the employee sees it as beneficial;
  - executive commitment to the system through expectations and monitoring; and
  - mid-year and year-end reviews.

The PSC and departments made very good progress toward this objective in 2006-07.

Measurement Results

Percentage of employees who believe they are able to access and use work/life balance policies

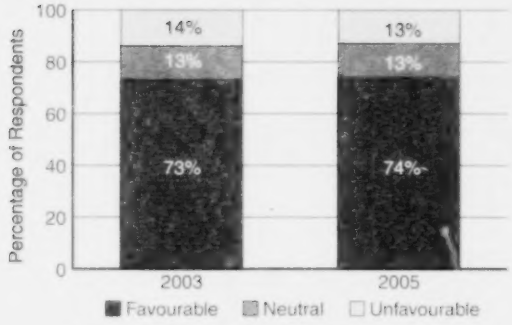
This measures employee's views of the level of organizational support for work/life balance. This commitment is essential to develop a corporate culture that supports work/life balance. Management must support and provide opportunities for employees' to access and use work/life balance policies while balancing the operational activities of the employer.

The results for this measure are drawn from the government-wide biennial survey of department employees, conducted by HayGroup.

Trends

The public service is above the public sector norm by 10 per cent as listed in the HayGroup survey databank.

Work/life balance remains a priority area for the Saskatchewan public service. The new Statement of Organizational Culture declares the public service is committed to providing work/life balance for all employees. This is an area of strength in the public service. As such, the PSC and departments will work to maintain this strength.



Source: 2003 and 2005 Government-wide Employee Surveys, Saskatchewan Public Service.

Risks

In the 2005 Employee Survey, 57 per cent of public service employees have identified having the opportunity to balance work and personal life as one of the most important values in their work environment (4th out of 7).

As the labour market continues to tighten and the competition for skilled and educated labour increases, the Saskatchewan public service is challenged to maintain a culture that supports work/life balance. If not, employees may become dissatisfied and leave.

Over the past five years, the PSC and departments have promoted work/life balance to employees in the Saskatchewan public service and will continue to do so.

Calculation

There are two questions that make up the composite results for this measure. The questions consider whether managers are sensitive to the relationship between employees' work/life and personal life, and whether managers are flexible when employees have a personal or family matter to take care of.

Measurement Results

Percentage of employees who believe they are supported in their performance

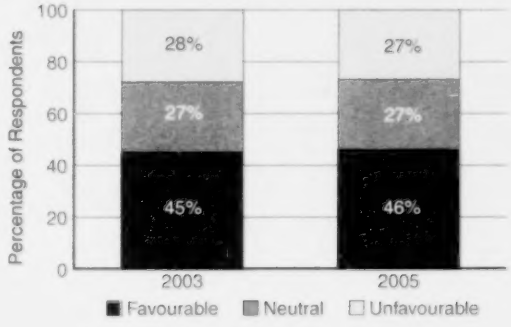
This measures the extent of ongoing guidance and coaching for employees to successfully fulfill their roles. If employees are provided with clear expectations and receive constructive feedback, on-the-job performance should improve. Human resource branches support managers who in turn support employees. Therefore, managers and human resource staff share a high level of influence on this measure.

The results for this measure are drawn from the government-wide biennial survey of department employees, conducted by HayGroup.

Trends

The public service is on par with the public sector norm as listed in the HayGroup survey databank.

Supported and high performing employees remain a priority area for the Saskatchewan public service. The PSC and departments will work to maintain the strength of these results.



Source: 2003 and 2005 Government-wide Employee Surveys, Saskatchewan Public Service.

Risks

Creating an enabling environment including providing employees with the resources, training and leadership required to do their jobs is crucial. If employees do not believe they are supported in their performance, employee engagement levels may fall, resulting in lower individual and organizational performance levels.

Calculation

There are four questions that make up the composite results for this measure. The questions consider whether employees are recognized for their contributions, whether employees are provided with the training they need to do their present job effectively, whether managers are setting clear work priorities and objectives, and whether managers are providing feedback on the quality of work they are doing on a regular basis.

Measurement Results

Percentage of employees who understand the relationship of their job to department goals

This measures employees' understanding of the link between department strategic goals and the role they play in achieving those goals. Managers have a high level of influence on ensuring employees have access to information and are aware of departmental goals and how they link to individual work units. Employees also have a responsibility to ensure they understand the link between departmental and individual goals.

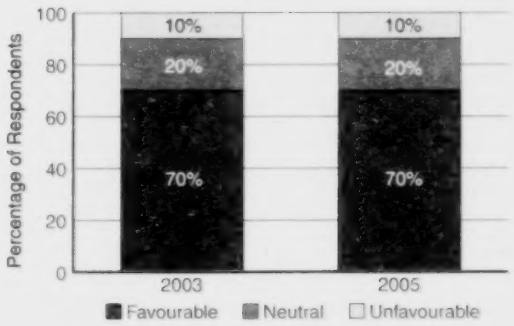
This measure has a direct correlation to the effectiveness of manager and supervisor communication with their employees. Effective communication is essential to building an effective organization.

The results for this measure are drawn from the government-wide biennial survey of department employees, conducted by HayGroup.

Trends

The public service is on par with the public sector norm as listed in the HayGroup survey databank.

Linking employees' roles to the department goals remains a priority for the Saskatchewan public service. The PSC and departments will work to maintain the strength of these results.



Source: 2003 and 2005 Government-wide Employee Surveys, Saskatchewan Public Service

Risks

If employees do not understand the relationship of their job to department goals, there is a risk they will not see the value in their role, which may cause morale and individual performance to deteriorate. As well, the ability to achieve department goals may be at risk by having employee roles that are not in clear support of the organization's priorities.

Calculation

There is one question that comprised this measure. It considers whether employees understand the relationship between their job and the department's goals.

Measurement Results

Percentage of payroll spent on training

This measures the amount of expenditures on training as a percentage of straight-time annual payroll. The measure provides insight into the amount of investment in education, training and development for employees.

Management and management practices have a high degree of influence on this measure.

Trends

This is the first year the PSC is publicly reporting on this measure.

Information on this measure collected in 2006-07 shows 0.60 per cent of payroll is spent on employee training. This percentage is 20 per cent higher than the amount spent on employee training for the last four years (0.50 per cent of payroll). This compares with a 1.80 per cent overall average of payroll invested in training for Canadian organizations in 2006[9].

Source: Department Year End Reports, March 2007.

This is an area of concern for the public service. Although government appreciates the need for greater investment in this area, the public service invests far less on learning and development than other government jurisdictions (1.74 per cent[10]) and organizations.

Risks

Higher public expectations on services and changing programs, policy and service delivery models require employees with the right knowledge and skills to effectively perform in a changing environment.

Leveraging existing employee skills and increased investment in learning and development will assist in engaging employees and keeping their skills current so that government priorities can be achieved.

The risk from current pressures including an aging workforce, an increasingly knowledge-based economy, and economic globalization will find the government and province's productivity lagging behind that of our neighbors if investment in learning and development continues to dwindle.

Calculation

Total training expenditures divided by straight-time annual payroll.

Measurement Results

Percentage of employees who have learning and development plans in place

This measures the support for learning and development in the public service. If employee learning and development is planned, the alignment of activities will be improved, increasing the positive impact of learning and development on the performance of the individual and the organization as a whole.

Management and management practices have a high degree of influence on this measure.

Trends

This is the first year the PSC is publicly reporting on this measure.

Information on this measure collected in 2006-07 shows 14 per cent of employees have learning and development plans in place, a 5 per cent increase over 2005-06. This is an area of concern for the public service. Learning and development plans created in discussions with employees based on performance and career plans is a key support for employee retention and engagement.

The PSC and departments will work to increase these results.

Source: Department Year End Reports, March 2007.

Risks

Higher public expectations on services and changing programs, policy and service delivery models require employees with the right knowledge and skills to effectively perform in a changing environment.

Leveraging existing employee skills and planned investment in learning and development and employees' careers will assist in engaging employees and keeping their skills current so that government priorities can be achieved.

[9] The Conference Board of Canada, *Learning and Development Outlook 2007: Are We Learning Enough?*, ISBN 0-88763-761-2, page 12.

[10] The Conference Board of Canada, *Learning and Development Outlook 2007: Are We Learning Enough?*, ISBN 0-88763-761-2, page 12.

The risk from current pressures including an aging workforce, an increasingly knowledge-based economy, and economic globalization will find the province's productivity lagging behind that of our neighbors if support for learning and development is not enhanced.

Calculation

This measure is calculated by identifying the number of employees with learning and development plans and dividing by the total number of employees.

Objective 4 – The public service has responsive, client-centered human resource services

This objective highlights the importance of having quality human resource services and support across the public service along with effective and efficient systems and processes. The PSC directly delivers recruitment and selection, learning and development, classification, compensation, labour relations, workplace diversity, human resource information systems, employee and family assistance, human resource planning, human resource policy, and organizational development to support departments in human resource management.

A more consolidated approach to human resource management within the public service is a priority for the Government of Saskatchewan and will see increased emphasis in 2007-08. The expected outcomes to this change in human resource services and support will result in:

- human resource service delivery that meets the needs of stakeholders and is focused on the client;
- effective and efficient human resource systems and processes in place;
- timely and accurate human resource management information;
- the basics of human resource service being done well and strategic human resource initiatives a government-wide priority;
- consistency in human resource practice and policy across the public service;
- increased human resource capacity; and
- a high performing and effective organization to better meet the needs of the people of Saskatchewan

The PSC and departments made sustained progress on this objective by:

- providing human resource services to six departments through the PSC Human Resource Client Service Team;
- providing shared human resource and payroll services to departments and agencies via the human resource branches in the departments of Agriculture and Food, Finance, and Learning; and
- continuing the implementation of the Multi-Informational Database Application System (MIDAS) – Phase 3 (Base HR/Payroll).

Key Actions – Results

Public Service Commission

Deliver effective and efficient human resource services to the Saskatchewan public service

- Delivered effective and efficient human resource services to the Saskatchewan public service by:
  - delivering a full spectrum of human resource services to six client departments: Culture, Youth and Recreation; Government Relations; Northern Affairs; Labour; First Nations and Métis Relations; and PSC;
  - referring 866 employees through the Employee and Family Assistance Program;
  - delivering 18 organizational health/employee wellness workshops to over 672 employees;
  - staffing 1,039[1] permanent full-time positions, with a turnaround time of approximately 82 days;

[1] Please note: 107 of the permanent full-time staffing actions were completed by the Client Service Team at the PSC as noted on page 30.

- completing 2,027[1] classification actions, with a turnaround time of approximately 70 days for encumbered reviews and 18 days for new or vacant reviews;
- having PSC Staffing and Classification Consultants provide enhanced support and consultation by participating with line managers and HR Consultants in the initial planning discussions related to staffing and/or classification actions;
- completing a comprehensive staffing and classification service delivery review to further enhance the delivery of staffing and classification services to department client managers;
- implementing system improvements to the online staffing system based on feedback from hiring managers and job seekers including a résumé attachment feature and the ability to post term and part-time positions through the system;
- producing the first payrolls from the new HR/Payroll system beginning on April 18, 2006;
- co-ordinating 36 flu shot clinics with approximately 23 per cent of employees (2,716) receiving vaccinations through the program;
- co-ordinating 11 employee placements through the Rehabilitation Placement Program and delivering seven Accommodation Forums and three presentations on Duty to Accommodate for departments;
- completing competency profiles for Cooks, Administrative Assistants at ITO, and Judicial Officers;
- implementing the *2006-10 Human Resource Plan for the Saskatchewan Public Service*; and
- completing 442 staffing audits.

Continue implementation of Multi-Informational Database Application System (MIDAS) Human Resources – Phase 3 (Base HR). MIDAS is a single integrated and Internet based system for financial and human resource management across the public service

- The new system was implemented in March 2006 with the first payrolls produced from the system on April 18th, 2006. Payroll production in April 2006 was achieved by:
  - adding 4,562,514 records during cutover in 319 different tables;
  - converting 15,400 employee records;
  - departments creating 480 data collection spreadsheets; and
  - providing 1,000 new users with 64 security profiles and 206 responsibilities.
- From April 1 to March 31, 2007, 297,049 pay-checks have been generated from the new system.
- Developed and delivered 103 training sessions to over 1,320 participants on MIDAS system functions to meet implementation and reporting needs.

Assess the overall effectiveness and efficiency of human resource administration and payroll services, including the impact of new technology and the feasibility of full or partial consolidation of services

- The review of human resource administration and payroll service delivery across government began in March 2007 and is slated for completion by July 2007. The review will determine where process, organizational structure, role, or accountability changes can be made to improve overall service delivery.

[1] Please note: 123 of the classification actions were completed by the Client Service Team at the PSC as noted on page 30.

Implement consolidated human resource service delivery to Government Relations; Culture, Youth and Recreation; Labour; Northern Affairs; First Nations and Métis Relations; and the Public Service Commission through a client service team approach

- Implemented consolidated human resource service delivery to Government Relations; Culture, Youth and Recreation; Labour; Northern Affairs; First Nations and Métis Relations; and the Public Service Commission on February 1, 2006. The Client Service Team provided human resource services by:

  - signing *Service Level Agreements* with the Departments of Labour and Culture, Youth and Recreation;
  - completing 107 permanent full-time staffing actions;
  - conducting 123 classification reviews;
  - providing support to Deputy Ministers and their executive committees in analyzing, understanding and planning actions to respond to the results of the 2005 Employee Survey;
  - establishing and supporting human resource planning processes with all client departments;
  - co-ordinating leadership development learning events to address common management development needs;
  - providing support to organizational design and development initiatives at both a department and work unit level;
  - providing client departments with support in developing strike contingency plans, as well as communication and liaison support through the duration of the strike; and
  - holding meetings with Deputy Ministers in client service departments to gather information on their experience during the first five months of operations, and at year end.

Research tools to simplify access to corporate information and to communicate information to employees and managers

In partnership with the ITO, developed a proposal for an Employee Portal for the Saskatchewan public service. The portal would provide targeted, easy-to-access information on an as needed basis to managers and employees. Proposal was completed in summer 2006 and presented to the Business Advisory Council for review. Due to competing priorities funding was not approved for the development of the portal in 2006-07.

Departments

Participate in the implementation of the Multi-Informational Database Application System (MIDAS) Human Resources – Phase 3 (Base HR)

- Departments continue to support the implementation of MIDAS by:

  - providing staff to the PSC MIDAS team to support implementation;
  - providing "how to" sessions for MIDAS users;
  - adjusting internal resources and processes to comply; and
  - developing, delivering and participating in internal and PSC-lead training for employees on MIDAS processes.

Various departments will participate in the implementation of the consolidated human resource service delivery

- Most departments were not directly affected by this action in 2006-07. A more consolidated approach to human resource management within the public service remains a priority and will see increased emphasis in 2007-08.

- Implemented consolidated human resource service delivery to Government Relations; Culture, Youth and Recreation; Labour; Northern Affairs; First Nations and Métis Relations; and the Public Service Commission February 1, 2006.

- Agriculture and Food is delivering HR Consultation Services, HR Administrative Support and Payroll Support for Agriculture and Food, Information Technology Office and Regional Economic and Co-operative Development, and HR Administrative Support for Prairie Diagnostic Services.

- Advanced Education and Employment and Learning are providing HR Consultation Services, HR Administrative Support and Payroll Support and Organizational Development and HR Planning in a shared services arrangement with the Human Resources Branch.

- Finance is providing:

  - MIDAS support for the following client agencies: Saskatchewan Archives, Saskatchewan Pension Plan, Public Employees Benefits Agency, Saskatchewan Municipal Board, and Saskatchewan Communications Network.
  - Employee Benefits, Payroll and Timekeepers Administration for Labour, Government Relations, Industry and Resources, First Nations and Métis Relations, Executive Council, Culture, Youth and Recreation, Northern Affairs, Milk Control Board, Saskatchewan Apprenticeship and Trade Certification Commission, Chief Electoral Office, and the PSC.

Departments are meeting expectations on this objective. Departments continued to participate in the delivery of various consolidated human resource services and continued to implement MIDAS – Phase 3 (Base HR/Payroll).

Measurement Results

Percentage of management employees who are satisfied with PSC services

This measures management employees' satisfaction with the overall human resource services delivered by the PSC. The PSC has a moderate level of influence on this measure because some human resource practices and processes are dictated by articles and provisions within the collective bargaining agreement.

The results for this measure are drawn from the PSC's biennial survey of out-of-scope employees. The latest available data is from October 2004[1].

Trends

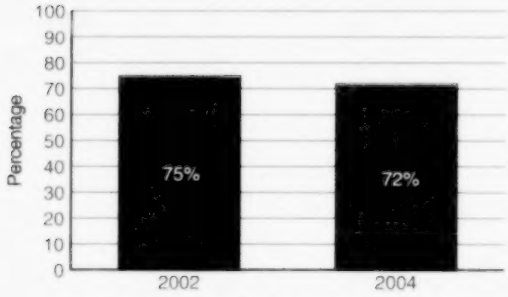
Information on this measure collected in a survey conducted in October 2004 shows 72 per cent of management employees are satisfied with PSC service. This is similar to 2002 results which showed a satisfaction level of 74 per cent.

This is an area of concern for the public service. The provision of human resource services has been challenged over the past few years with the need to improve the level and quality of support to the public service. The PSC has a direct influence on how human resource services are delivered within the public service. The PSC is responsible for providing leadership in setting the direction for human resource management and establishing the support mechanisms for effective human resource service delivery.

Human resource service delivery that meets the needs of stakeholders and is focused on the client is a priority for the Saskatchewan public service. A more consolidated approach to human resource management within the public service will be completed in 2007-08.

The PSC and departments will continue to work to increase these results.

[1] Due to the SGEU strike in 2006, the planned survey has been delayed to the 2007-08 fiscal year. In addition, past measurement information only measured the percentage of management employees' satisfaction with PSC services. In 2007-08, the PSC and departments will develop and conduct a broad client survey from human resource services and will establish a new baseline.



Source: Saskatchewan Public Service Commission, *Client Satisfaction Survey*, Summary Report, 2004.

Risks

Effective, efficient and quality human resource services ensure consistency in human resource practices and policy across the public service, provide quality human resource capacity and meet the needs of stakeholders and the Saskatchewan public service. Low satisfaction is a result of human resource services not helping departments and government achieve its priorities. If the PSC is not meeting client needs, then clients may have barriers in meeting their goals and objectives.

Calculation

This measure is calculated based on a 5-point scale for satisfaction, with 5 being the highest rating and 1 the lowest. The overall satisfaction level with PSC services based on this scale (3.6 in 2004) is divided by 5 to calculate the percentage.

The survey measures clients' satisfaction levels with and the degree of importance of the following statements: service was delivered in an acceptance amount of time; staff were competent and knowledgeable; staff were courteous and helpful; and service was provided in a fair and equitable manner. As well through the survey, clients expressed overall satisfaction with the services provided by the PSC.

The response rate for the survey was 41.8 per cent.

Goal 3 – The Saskatchewan public service has a diverse workforce

Objective 1 – An increasingly representative workforce at all levels of the organization

There is a compelling business case for organizations to achieve a diverse workforce. Increasing the representation of employment equity groups allows the public service to better reflect the population of the province and establish a public service that is more creative, producing more thorough solutions to provincial challenges and opportunities.

This objective focuses on efforts to gain the benefits of a diverse workforce including:

- greater creativity;
- innovation and effectiveness in solving complex problems;
- greater understanding of cultural issues;
- people in program areas who can relate to diverse clients; and
- greater diversity of approaches and opinions.

It is critical to succession management and the ongoing delivery of quality services that the public service has a diverse workforce. A public service that reflects the province's diverse population throughout all levels of government will contribute to the quality of life in Saskatchewan.

The PSC and departments are making slow progress on this objective, however they continue to face some challenges in developing effective diversity initiatives. Departments continue to struggle in gaining broad based commitment for diversity, in creating sustainable initiatives to build a diverse workforce, and in having the system support and processes required to achieve more substantial results. The PSC recognizes the need for strong central leadership to ensure diversity goals continue to be a priority and are met.

Key Actions – Results

Public Service Commission

Manage the Aboriginal Career Connections program with a view to increasing the retention rate of participants in the public service

- Managed the Aboriginal Career Connections program, providing mentoring, networking and learning and development support to 12 interns. Two Aboriginal Career Connections interns have successfully attained permanent full-time employment with the Saskatchewan Public Service in 2006-07.

Continue to build the Recruitment and Retention of Persons with Disabilities Initiative to increase recruitment and placement success

- Continued implementation of the Recruitment and Retention of Persons with Disabilities Initiative/Program (RRPWD – due to the success of the initiative, an ongoing program has been developed). Employed 18 persons with disabilities between September 1, 2005 and March 31, 2007 under the 2006-07 RRPWD subsidy. As of March 31, 2007, 15 of the 18 persons (83 per cent) remain employed in government after the expiration of the salary subsidy. Current percentage of public service employees who have self-declared as a person with a disability is 3.5 per cent (March 2007) consistent with the 3.5 per cent reported in March 2006.

- Since October 2003, 15 out of 21 public service departments have utilized the RRPWD program. 136 employment opportunities have been filled through the program, with 62 (46 per cent) of these individuals presently employed in executive government (22 in permanent full-time positions).

Identify quality visible minority candidates for public service careers by establishing working relationships with appropriate community-based organizations

- Maintained an ongoing working relationship with the Regina Open Door Society presenting public service staffing processes, job opportunities and skills assessment processes to English as a Second Language students for recruitment purposes.

- Completed ongoing networking with visible minority job seekers; conducted skills assessment and referrals for term and part-time job opportunities across the public service. Of 842 hiring outcomes in term and part-time staffing co-ordinated through the PSC in 2006-07, 34 people (4.3 per cent) have self-declared as visible minority diversity group members.

- Began discussions with the Immigration Branch at Advanced Education and Employment to establish a working relationship based on identifying candidates for possible employment in the Government of Saskatchewan.

Departments

Ensure all managers are evaluated on their achievement in creating a diverse workforce

- Seven out of 20 departments reported that some or all of their managers have a diversity objective/competency/measure or action in their individual 2006-07 performance plans relating to creating a diverse and respectful workplace. These departments include: Agriculture and Food, Community Resources, Corrections and Public Safety, Highways and Transportation, Industry and Resources, Justice and Property Management.

Create employment opportunities for employment equity group members from the various initiatives underway

- Diversity initiatives undertaken by various departments include:

  - simultaneous postings for term and permanent positions;
  - use of diversity competencies in recruitment actions;
  - development and implementation of department/branch diversity strategies;
  - Employment Equity and Diversity Committees;
  - education and awareness programming;
  - participation in career events developed specifically for Aboriginal persons;
  - participation in conferences for Aboriginal and Visible Minority persons;
  - participation in the Aboriginal Career Connections and Recruitment and Retention of Persons with Disabilities Programs;

- development of partnerships with provincial diversity groups/agencies/organizations/schools;
- targeting positions and hiring below full working level (in training ranges); and
- student employment programs with a diversity component.

Departments continue to face challenges in developing diversity initiatives. The PSC will continue to collaborate with departments to create effective diversity strategies.

Measurement Results

Percentage of representation by employment equity group

This measure addresses attraction and retention of employment equity group members. Human resource staff provides guidance and advice to managers who then have a high level of influence on hiring and maintaining a representative workforce.

This measure is highly influenced by the availability of the labour supply within the represented groups.

Trends

The representation of Aboriginal people, visible minorities, persons with a disability and women in senior and other management positions continues to move slowly toward Saskatchewan Human Rights Commission targets. Although Aboriginal representation is increasing, it is not increasing at all levels within the organization nor in all departments.

Aboriginal representation is strongest in sales and service and manual worker occupations and noticeably weak in senior and middle management and supervisory and professional occupations. As well, although Aboriginal representation in the overall workforce is 11.2 per cent it is only 8.3 per cent in the permanent full-time category.

Risks

The public service needs to increase its commitment and presence as an employer that supports diversity in order to attract and retain diversity candidates to ensure a representative workforce, meet current and future skill shortages, and create a workforce that has the capacity to respond to complex challenges and opportunities.

Calculation

This measure divides the number of employees within a particular equity group by the number of employees within the Saskatchewan public service.

Diversity Representation	2002-03	2003-04	2004-05	2005-06	2006-07
Aboriginal persons	10.2%	10.5%	10.5%	10.8%	11.2%
Persons with disabilities	3.0%	3.1%	3.0%	3.5%	3.5%
Visible minorities	2.3%	2.4%	2.4%	2.8%	3.1%
Women in senior management	n/a	34.0%	35.9%	37.8%	39.0%
Women in middle management and other management positions	n/a	32.1%	33.6%	33.1%	34.4%

Source: PSC Human Resource Information System, March 2003, 2004, 2005 & 2006; Government of Saskatchewan, Multi-Informational Database Application System (MIDAS), March 2007.

Objective 2 – Increased attraction and retention of youth

It is critical to succession management and the ongoing delivery of services that the public service has youth representation. As of March 31, 2007, only 4.2[14] per cent of permanent full-time employees and 11.8[15] per cent of all public service employees (permanent full-time, permanent part-time, term and labour service) were under the age of 30. The shortage of youth in the public service requires targeted recruitment initiatives.

The PSC and departments are making slow progress toward this objective. The PSC and departments continue to attend career fairs in the province to increase the profile of the Saskatchewan public service as an employer of choice. Departments continued to participate in various student and intern employment programs. The PSC and departments must continue their efforts in strengthening representation of youth within the public service.

Key Actions – Results

Public Service Commission

Co-ordinate specific recruitment initiatives to attract youth to the public service

- Hired 600 students into student programs offered by executive government in the 2006-07 fiscal year through:
  - the Student Employment Experience – 138 students; and
  - the Summer Employment Program – 462 students.

Of the 600 students hired in these two programs, 72 (12.0 per cent) were Aboriginal, 44 (7.3 per cent) were members of visible minority groups, and 11 (1.8 per cent) were students with a disability.

Departments

Create employment opportunities for youth

- Departments continue to participate in internship, co-op, summer student, Student Employment Experience, practicum placement, Master of Public Administration Internship and the Aboriginal Career Connections programs.
- As well, many departments participate in career fairs to promote department-specific occupations, and have invested resources in displays, brochures, websites and student handbooks.
- In addition, the examples below show focused effort by various departments to create employment opportunities for youth:
  - The Department of Finance offers positions to youth at a "training" rate below full working level and recruits entry level candidates. Once the employees have developed the required position skills, they are moved to the full working level.
  - The Department of Community Resources has developed a policy to provide financial assistance to practicum students to offset relocation costs to encourage social work students to get experience in northern and rural offices.
  - The Department of Highways and Transportation, Operations Division approved a youth recruitment and retention initiative for rural locations in the Preservation Services area.
  - A youth strategy has been developed and implemented by the Departments of Agriculture and Food, Health, and Highways and Transportation, and is being worked on by the Departments of Advanced Education and Employment and Environment.
  - 52[16] (18.6 per cent of total new hires) permanent full-time youth were hired from outside government into the public service in 2006-07.

[14] Government of Saskatchewan, Multi-Informational Database Application System (MIDAS), March 2007.
[15] Government of Saskatchewan, Multi-Informational Database Application System (MIDAS), March 2007.
[16] Government of Saskatchewan, Multi-Informational Database Application System (MIDAS), March 2007.

Departments are facing challenges in recruiting youth into permanent full-time positions as the majority of positions are in-scope and require candidates to have seniority.

Measurement Results

Percentage of permanent full-time public service employees under 30 years of age

The level of youth (under 30 years of age) representation is a reflection of the government's ability to attract and retain youth in full-time, permanent jobs. Human resource staff provides guidance and advice to managers who in turn have a high level of influence on hiring and maintaining a representative workforce. This measure is also influenced by the supply of qualified youth available in the labour market.

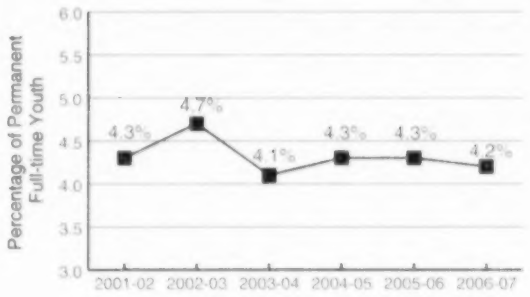
Trends

The percentage of youth within the public service has been stable at approximately four per cent over the past five years.

This is an area of concern for the public service because the demographic composition of the service does not reflect the composition of the employed provincial population. There is a noticeable shortage of youth and over representation of baby-boomers. As of March 2007, only 11.8 per cent of all employees and 4.2 per cent of permanent full-time employees were under 30 years of age, compared with 28.3 per cent of the entire employed provincial population[17].

It is important that the organization strives to employ youth to ensure the sustainability of government programs and services.

Youth hiring remains a priority for the Government of Saskatchewan. The PSC and departments will work to improve this trend.



Source: PSC Human Resource Information System, March 2002, 2003, 2004, 2005 & 2006; Government of Saskatchewan, Multi-Informational Database Application System (MIDAS), March 2007.

Risks

If the public service does not hire youth, there is a risk that government programs and services will not be sustained due to a lack of qualified employees.

Historically, one barrier to recruiting and retaining youth has been their lack of seniority for in-scope positions. This means that if in-scope positions become available senior qualified employees are hired and if job cuts occur, those with the least seniority (quite often youth) will be displaced.

Calculation

This measure is calculated by dividing the number of permanent full-time employees under 30 (347) by the total number of permanent full-time employees (8,309).

[17] Government of Saskatchewan, Multi-Informational Database Application System (MIDAS), March 2007; Statistics Canada, CANSIM Table 282-0001: Labour Force Survey Estimates, March 2007.

Measurement Results

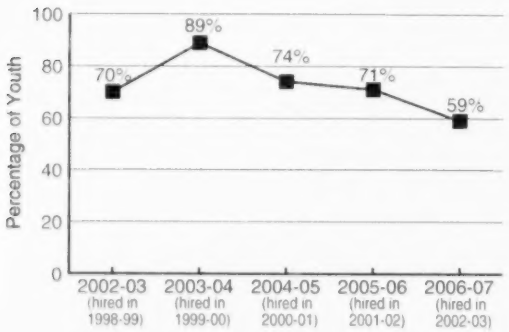
Retention rate of youth (under age 30) within the Government

This measure shows the rate at which the public service is able to retain youth hires over a four-year period. The retention rate provides insight into the quality of human resource policies, practices, and processes, organizational culture, and leadership qualities within the public service. Managers and management practices have a high level of influence on this measure but other factors such as employees' desire for different employment experiences or opportunities for advancement, family and personal reasons also play a role.

Trends

The trend in the retention of permanent employees under 30 is an area of concern for the PSC.

It is important that the organization strives to retain youth to ensure the sustainability of government programs and services.



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Historically, one barrier to recruiting youth has been their lack of seniority for in-scope positions. This means that if job cuts occur, those with the least seniority (quite often youth) will be displaced.

Calculation

This measure is calculated by dividing the number of retained (17) permanent full-time employees for a four-year period (2002-03 to 2006-07) by the number of employees hired (29) within the first year of the four-year period, 2002-03.

Measurement Results

Percentage of youth hired within the public service

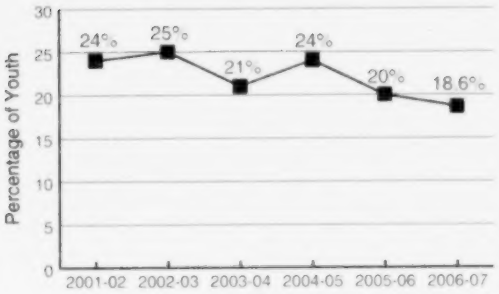
This measure identifies the percentage of youth (under 30 years of age) hired into permanent full-time positions within the public service for a given year. The per cent of new hires is a reflection of government's ability to hire young employees and is a step toward achieving a rejuvenated workforce representative of Saskatchewan's population.

Managers have a high level of influence on hiring and maintaining a representative workforce. This measure is also influenced by the labour supply and seniority provisions in the collective agreement.

Trends

The percentage of youth hired in the public service declined slightly in 2006-07.

The public service needs to improve this trend by continuing to take steps to ensure more youth are hired within the public service.



Source: PSC Human Resource Information System, March 2002, 2003, 2004, 2005 & 2006; Government of Saskatchewan, Multi-Informational Database Application System (MIDAS), March 2007.

Risks

It is important that the organization hires and retains youth for their energy, innovation, and enthusiasm, and to increase the number of younger employees to prepare for upcoming retirements.

In order to retain younger employees, the public service must strive to offer a flexible, innovative, welcoming and challenging work environment.

Calculation

This measure is calculated by dividing the number of youth (under 30 years of age) hired in 2006-07 into permanent full-time positions (52) by the number of new permanent full-time employees hired (280) into the public service.

A new hire is defined as anyone who has no previous experience with the public service or has had a break in service, 180 calendar days or greater.

Objective 3 – Improved organizational culture to support diversity

A work culture that supports diversity is critical to the retention of employees, particularly those from employment equity groups. The values, beliefs and behaviours of employees determine the culture of an organization. Employees who feel the workplace encourages and supports diversity will be more likely to remain in the public service.

The PSC and departments are making progress toward this objective. The PSC and departments continue to work collaboratively with all stakeholder groups to build a culture that supports diversity. However, a more co-ordinated effort between the PSC and departments is required to ensure a culture that supports diversity is built and sustained government-wide.

Key Actions – Results

Public Service Commission

Identify corporate diversity learning needs and work with departments on strategies to meet those needs

- Identified corporate diversity learning needs from 2005 Employee Survey results and shared with departments. Government-wide diversity training, particularly for managers and employees wanting to apply for management positions within government was identified as a priority need.

- Developed and delivered a training program *Diversity and Respect in the Workplace* to over 200 participants in Regina, Saskatoon, Prince Albert and La Ronge.

In addition:

- Centrally co-ordinated term and permanent part-time advertising (842 postings) to ensure diversity group members are included and considered when departments are hiring for these positions. Of 792 hiring outcomes reported to the PSC from April 1, 2006 to March 31, 2007, there were 109 (13.7 per cent) Aboriginal, 34 (4.3 per cent) visible minority, and 23 (2.9 per cent) persons with disabilities hired.

Departments

Identify and address gaps in creating a workplace culture that supports and welcomes diversity

- Nine out of 20 departments have or are in the process of delivering some diversity training to their employees. This training includes:
  - Aboriginal Culture Awareness Program (ACAP)
  - Respectful Workplace Training
  - Anti-Discrimination Training
  - Anti-Sexual Harassment Training
  - Spirituality Training.
- In addition, departments have implemented the following examples of diversity activities in 2006-07:
  - Community Resources established a diversity council responsible to implement the department's diversity plans;
  - Corrections and Public Safety has implemented an Aboriginal Programs position to ensure department programs are culturally sensitive and are designed to provide meaningful interventions for Aboriginal clients;
  - Environment is piloting a diversity planning process in one of its divisions that includes the delivery of diversity training, identifying diversity representation by occupations and those that can be targeted for diversity hiring;
  - Finance is supporting employees to attend Aboriginal Government Employees' Network (AGEN) and Saskatchewan Visible Minority Employees Association (SVMEA) conferences;
  - Health has developed and approved a department diversity strategy;
  - Highways and Transportation has developed an *Aboriginal Cultural Awareness Program* and implemented a mandatory diversity competency for all supervisors and managers in the department;
  - Industry and Resources celebrates special days throughout the year related to diversity;
  - ITO has established a Workplace Diversity Committee;
  - Justice is developing key actions to address gaps in a 2005 diversity survey;
  - Property Management encouraged a diversity measure in all *Planning for Success* documents and introduced the "Statement of Organizational Culture" at the Directors meetings; and
  - RECD has drafted a workplace diversity objective for its department plan and established a Diversity Committee.

Departments are making some progress on this objective. Departments continue to deliver diversity training and ensure managers and employees have access to diversity materials and prioritize a culture of diversity.

Measurement Results

Percentage of employees who believe the organizational culture supports workplace diversity

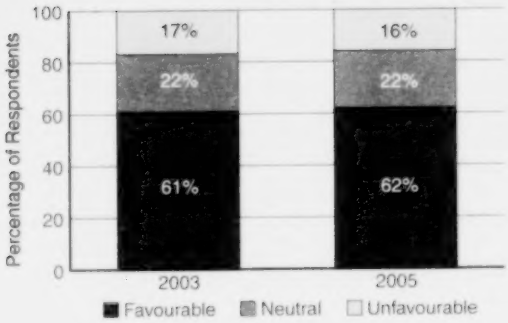
This is a measure of employees' perceptions of organizational support for diversity. Human resources provides educational materials and coaches managers on workplace diversity, which results in managers having a high level of influence on developing a culture that supports workplace diversity.

The results for this measure are drawn from the government-wide biennial survey of department employees which is conducted by the HayGroup.

Trends

The public service is four per cent above the public sector norm as listed in the HayGroup survey databank.

An organizational culture that supports diversity continues to be a priority for the Saskatchewan public service. As such, the PSC and departments will work to maintain this strength.



Source: 2003 and 2005 Government-wide Employee Surveys, Saskatchewan Public Service.

Risks

If the public service doesn't have a culture that supports diversity it will have difficulty attracting and retaining diversity group members.

Calculation

There are four questions that make up the composite results for this measure. The questions consider whether the Saskatchewan public service is committed to ensuring equal opportunities for all employees, whether departments understand and value the differences among employees, whether departments treat employees fairly, with regard to gender, race or disability, and whether managers make reasonable efforts to accommodate employees' needs.

2006-07 Saskatchewan Public Service Commission Financial Results

Summary of Expenditures

The following table outlines information on actual and budgeted expenditures by subvote. Variance explanations are provided for all variances that are greater than $50,000.

Financial results are for the Commission only, and do not include other departments' human resource management-related expenditures.

Subvote/Subprogram	Original Estimate	Actual Expenditure	Variance Over/(Under)	
	(in thousands of dollars)			
Central Management and Services (PS01)				
Salaries	$ 773	$ 777	$ 4	1
Operating Expenses	1,377	1,251	(126)	
Subtotal	$ 2,150	$ 2,028	$ (122)	
Human Resource Information Services (PS06)				
Salaries	$ 1,731	$ 1,877	$ 146	2
Operating Expenses	3,129	3,694	565	3
Capital Asset Acquisitions	1,030	840	(190)	4
Subtotal	$ 5,890	$ 6,411	$ 521	
Employee Relations, Policy and Planning (PS04)				
Salaries	$ 1,598	$ 1,899	$ 301	5
Operating Expenses	239	121	(118)	6
Subtotal	$ 1,837	$ 2,020	$ 183	
Aboriginal Career Connections Program (PS07)				
Salaries	$ 477	$ 585	$ 108	7
Operating Expenses	30	39	9	
Subtotal	$ 507	$ 624	$ 117	
Human Resource Client Service (PS03)				
Salaries	$ 3,247	$ 3,850	$ 603	8
Operating Expenses	532	535	3	
Subtotal	$ 3,779	$ 4,385	$ 606	
TOTAL APPROPRIATION				
Salaries	**$ 7,826**	**$ 8,985**	**$ 1,159**	
Suppliers and Other Payments	**6,337**	**6,483**	**146**	
	$ 14,163	**$ 15,468**	**$ 1,305**	
Capital Asset Acquisitions	**$ (1,030)**	**$ (840)**	**(190)**	9
Capital Asset Amortization				
Land, Buildings and Improvements	$ 31	$ 31	$ 0	10
Office and Information Technology	1,279	1,209	(70)	
	$ 1,310	$ 1,240	$ (70)	
TOTAL EXPENSE	**$ 14,443**	**$ 15,868**	**$ 1,425**	
ADJUSTMENTS				
Special Warrant Funding	**$ 1,536**			
	$ 15,979	**$ 15,868**	**$ (111)**	

Explanations for major variances

1 Reflects a one-time credit received from Department of Property Management for accommodation services and a reduction in general operating expenses.

2 Salary pressures associated with negotiated salary increases during 2006-07.

3 Increase cost of information technology services.

4, 9 Delay in capital work planned for the MIDAS HR/Payroll system in 2006-07.

5 Salary pressures associated with negotiated salary increases during 2006-07.

6 Postponement of Union-Management funded activities through this program due to strike action and a reduction in general operating expenses.

7 Cost of program participant salaries originally expected to be cost-shared with departments. Funding arrangements are in place for 2007-08.

8 Salary pressures associated with negotiated salary increases during 2006-07 and hiring additional resources to address staffing and classification service backlogs.

10 Reduced amortization expense directly resulting from decrease in capital expenditure.

Summary of FTEs

The Public Service Commission budgeted for 135.4 FTEs in 2006-07. The actual number of FTEs employed at the Commission was estimated at 142.4, a variance of 7.0. The variance was due to hiring additional resources to address staffing and classification backlog and an over utilization of FTEs in the Aboriginal Career Connections and Recruitment and Retention of Persons with Disabilities Programs.

Summary of Revenues

The PSC collects revenue relating to the provision of human resource services to external agencies.

A summary of the PSC's 2006-07 budgeted revenue compared to actual revenue is presented below. Variance explanations are provided for all variances that are greater than $50,000.

	Budget	Actual	Variance	
Other Revenues				
Refunds – previous year's expense	0	(192)	(192)	1
Casual revenue	43	7	(36)	
Sales, Services and Service Fees				
All other service fees	25	(7)	(32)	
Total	68	(192)	(260)	

Explanation for major variances

1 Negative value due to clearing of accounts receivables set up in previous year. Receivables were set up for salary and career advertising costs in anticipation of reimbursements from departments that did not transpire.

For More Information

The PSC is confident this report provides useful information about accomplishments and future plans. If you have questions or comments, or would like additional copies of the report, we invite you to call: (306) 787-7592.

Or contact us:

Communications
Saskatchewan Public Service Commission
2100 Broad Street, Regina SK S4P 1Y5
webmaster@psc.gov.sk.ca
www.psc.gov.sk.ca

Appendix A

Glossary of Terms

Arbitration
The hearing and determination of a dispute by an impartial referee agreed to by both parties (often used to settle disputes between labor and management).

CUMC
Central Union/Management Committee.

Government-wide
This includes government departments and department employees that are appointed under the *Public Service Act, 1998*.

Grievance
A complaint about a (real or perceived) wrong by an employee or manager.

Legacy data system
The ability to access historical personnel information.

Horizontal Strategies
A response to government issues, challenges and opportunities through an approach that engages several government departments.

HR
Human resource.

HR function
All activities and actions developed and carried out by the Public Service Commission and departments that affect or relate to human resource activities, including actions such as hiring new employees, resolving workplace disputes, classifying new positions, or bargaining with a union. Also known as HR management.

HR Manual
A collection of policies relating to human resource issues. The PSC and departments use these policies as a basis to make decisions on everyday human resource activities.

HR Planning
Examining demographics, organizational issues and identifying human resource strategies to alleviate potential risks to the Saskatchewan public service.

MIDAS HR/Payroll
A new computer system put into effect in April 2006 that replaces the Government's central human resources system.

Planning for Success
An out-of-scope performance management system used by departments in the Saskatchewan public service.

Simultaneous posting
Job opportunities may be posted simultaneously which means the opportunity is open to all, although preference is given to employment equity group members.

Succession Management
A method of ensuring long-term success of the public service by developing talent of existing employees and recruiting new employees to best meet strategic and business goals and objectives.

Vulnerable sector check
If a position is entrusted with the care of, or intervention with, vulnerable clients, a Vulnerable Sector Search is done. Specific written consent must be provided by employees to the police service to check this registry. Criminal Record Check results must indicate that the Vulnerable Sector Search has been completed. Information related to convictions for some sexual offences remain on this registry, regardless of whether a pardon has been granted.

Work fit
A job that appropriately challenges employees and allows them to apply their knowledge, skills and abilities.

Workplace rehabilitation
A strategy to maximize an individual's potential for return to their pre-injury physical, psychological, and vocational level.

Appendix B

Saskatchewan Public Service Commission Mandate and Governing Legislation

The PSC is the independent agency responsible for leading effective human resource management in government and representing the public interest in the administration of *The Public Service Act, 1998*.

The PSC is also responsible for the administration of *The Public Service Regulations, 1999*.

According to Section 3 of *The Public Service Act, 1998*, the purposes of the Act are:

- to maintain an independent and professional public service;
- to facilitate providing quality service to the public in a manner that is responsive to changing public requirements;
- to recruit employees to the public service, and to develop a qualified public service in a manner that fulfills the purposes of the Act;
- to strive to develop a public service that represents the diversity of the people of Saskatchewan; and
- to promote harmonious relations between the Government of Saskatchewan, its employees in the public service and the trade unions that represent those employees.

The Minister Responsible for the PSC has general responsibility for the PSC, including responsibility for answering questions in the Legislative Assembly.

The Minister's legal authority is limited to giving direction to the PSC in carrying out its statutory duties with respect to collective bargaining with trade unions representing government employees.

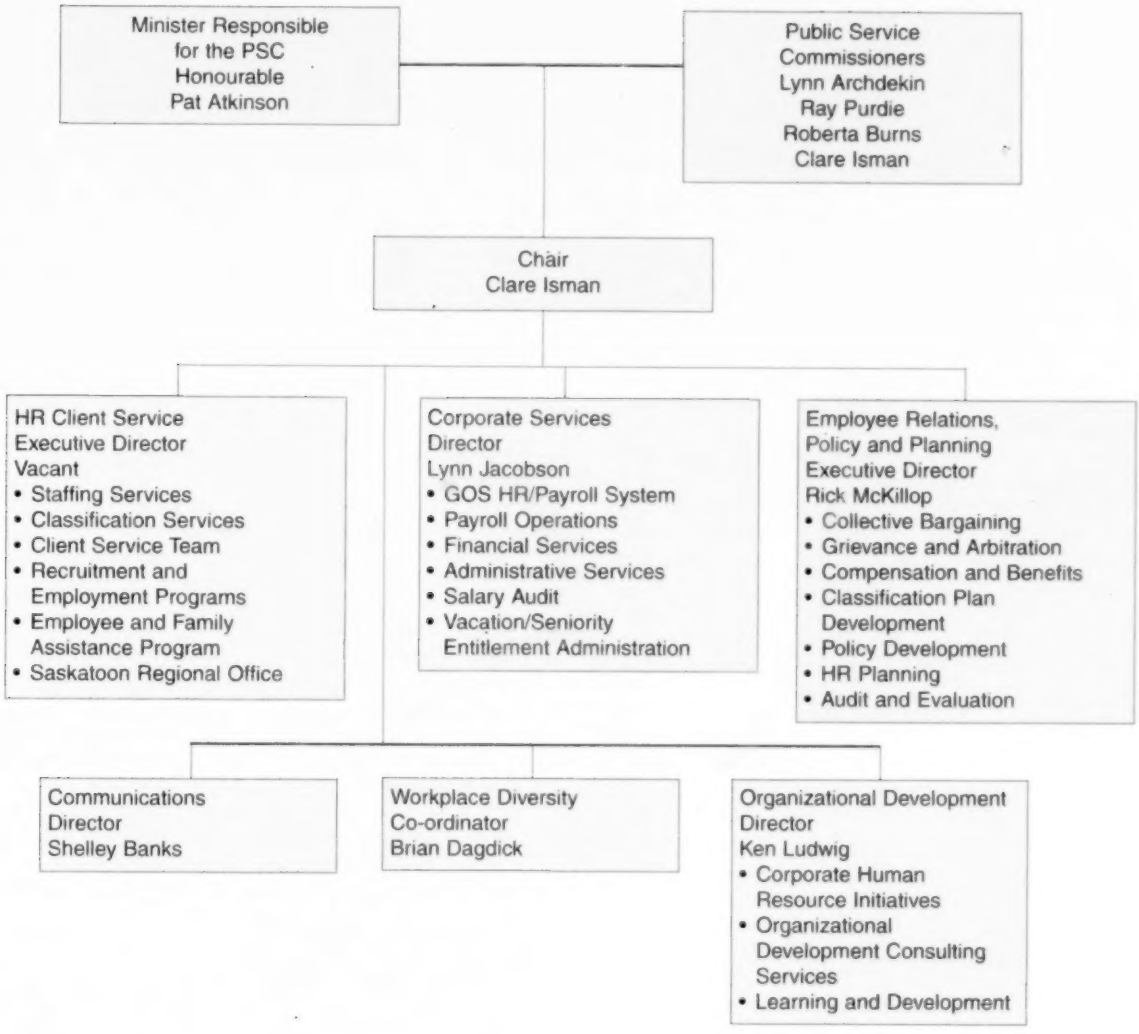
Commissioners are appointed by the Lieutenant Governor in Council and are responsible for effectively carrying out the provisions of *The Public Service Act, 1998*.

Commissioners have all powers of commissioners appointed pursuant to *The Public Inquiries Act*, including the power to administer oaths and declarations, to subpoena witnesses and to compel the production of books, papers and records.

The Chair and other Commissioners have exclusive statutory duties respecting human resource matters laid out in the Act.

Appendix C

Saskatchewan Public Service Commission Organizational Chart


Minister Responsible for the PSC Honourable Pat Atkinson
Public Service Commissioners Lynn Archdekin Ray Purdie Roberta Burns Clare Isman
Chair Clare Isman
HR Client Service Executive Director Vacant
• Staffing Services
• Classification Services
• Client Service Team
• Recruitment and Employment Programs
• Employee and Family Assistance Program
• Saskatoon Regional Office
Corporate Services Director Lynn Jacobson
• GOS HR/Payroll System
• Payroll Operations
• Financial Services
• Administrative Services
• Salary Audit
• Vacation/Seniority Entitlement Administration
Employee Relations, Policy and Planning Executive Director Rick McKillop
• Collective Bargaining
• Grievance and Arbitration
• Compensation and Benefits
• Classification Plan Development
• Policy Development
• HR Planning
• Audit and Evaluation
Communications Director Shelley Banks
Workplace Diversity Co-ordinator Brian Dagdick
Organizational Development Director Ken Ludwig
• Corporate Human Resource Initiatives
• Organizational Development Consulting Services
• Learning and Development

Appendix D

Statement of Organizational Culture

The Saskatchewan public service expects excellence from our employees in serving the public interest. Our success requires a diverse workforce of varying knowledge, skills, and abilities who all aspire to excel in their roles and contribute to organizational success.

Vision

The Saskatchewan public service is a leader in public sector management and policy, and dedicated to delivering programs and services valued by the people of Saskatchewan.

Organizational Principles

- Single employer – we conduct ourselves as one organization.
- Social and fiscal responsibility – we make the most of our finite resources and our efforts foster a social and economic environment that contributes to society and the well being of our citizens.
- Accountability – we take responsibility for our performance, both the results achieved and the means used.
- Diversity – we welcome and respect the value of human differences and a workplace that is representative of the population of Saskatchewan.

Values

- Service excellence – we satisfy client and stakeholder needs with quality programs and services.
- Teamwork – we learn from each other and collaborate within and across departments and with external clients and stakeholders to achieve common goals.
- Innovation – we encourage employees to learn new concepts, to be creative, to go beyond the conventional, and be open to new ideas.
- Integrity – we are professional, honest, trustworthy, fair, and uphold the good reputation of the Saskatchewan public service.
- Respect – we treat those we serve, and each other, with courtesy, honesty, trust, and fairness.

Commitment to Employees

The Saskatchewan public service expects excellence from our employees in serving the public interest. In return, the public service is committed to providing:

- challenging work in a supportive environment;
- opportunities for personal and professional growth along with promotional and advancement opportunities;
- work/life balance;
- quality management and leadership at all levels of the organization; and
- competitive compensation.

Appendix E

Public Service Commissioners

Ray Purdie

Ron Torgerson

Roberta Burns

Clare Isman

Lynn Archdekin

Appendix F

Transferred or Excluded Positions, 2006-07

In accordance with the provisions of Section 31 of *The Public Service Act, 1998*, a list has been prepared of positions which have been transferred to the unclassified division of the public service or excluded from the operation of the Act. During the 2006-07 fiscal year, 30 positions were transferred or excluded, as follows:

Executive Council

MCP07 2
MCP08 1
MCP09 2
MCP11 1

Government Relations

MCP04 1

Justice

Library Technician 1
Student-at-Law 9
Crown Counsel 1 6
Crown Counsel 2 2

Office of the Chief Electoral Officer

Manager of Information Technology and Register of Electors 1

Office of the Information and Privacy Commissioner

Administrative Co-ordinator 1
Manager of Administration 1
Portfolio Officer 2

Abbreviation

MCP: Management Classification and Compensation Plan